# DOCUMENT RESUME

ED 292 547 PS 017 217

TITLE Child Care Centers in Commercial Settings.
INSTITUTION Child Care Management Resources.; Elicker (John B.) Architects, Columbia, MD.; Giegerich & Associates, Inc., Rockville, MD.
SPONS AGENCY Maryland - National Capital Park and Planning Commission, Silver Spring.
PUB DATE May 87
NOTE 139p.; For related documents, see PS 017 216-218.
AVAILABLE FROM Maryland-National Capital Park and Planning Commission, 8787 Georgia Avenue, Silver Spring, MD 20910 ($5.00).
PUB TYPE Guides - Non-Classroom Use (055) -- Reports - Research/Technical (143) -- Tests/Evaluation Instruments (160)

EDRS PRICE MF01/PC06 Plus Postage.
DESCRIPTORS *Business; Community Planning; *Community Resources; Community Surveys; Community Zoning; Costs; *Criteria; *Day Care Centers; Early Childhood Education; Facility Case Studies; Facility Guidelines; *School Location; *Site Analysis; Standards
IDENTIFIERS *Maryland (Montgomery County)

ABSTRACT

This study, which is part of a review of the child care elements of local zoning ordinances conducted in 1986 for the Montgomery County Board in Silver Spring, Maryland, addresses planning and site planning issues that arise from the locating of child day care facilities in commercial settings. Principal purposes of the study were to: (1) analyze the cost of establishing child care facilities in commercial areas; (2) evaluate site planning factors, including traffic, parking, outdoor play areas, safety, security, and landscaping; (3) recommend specific site planning criteria to be used for the review of proposed child care facilities in commercial settings in Montgomery County; and (4) develop parameters for encouraging or assuring the provision of child care facilities in commercial areas. Findings of detailed surveys of operators, developers, and owners, as well as visual analyses, indicated differences based on location and principal uses of the buildings in which centers were located. Proposed minimum standards concerned parking requirements for freestanding facilities and the provision of designated child pickup and delivery zones. Site planning guidelines provide criteria for several facility design concerns. Factors influencing costs are identified and means of encouraging or assuring provision of care in commercial areas are discussed. Several site plan sketches are included and survey instruments are appended. (RH)

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# PREFACE

The following study, Child Care Centers In Commercial Settings is the second part of a three-part study prepared for the Montgomery County Board in Silver Spring, Maryland. The other two components of the study are Small Child Care Facilities in Residential Areas and Child Care Centers in Park Settings. The studies are part of the comprehensive review of the child care elements of the local zoning ordinance; they address a variety of planning and site planning issues arising from child day care facilities located in residential, commercial and park settings. Although these studies were conducted for the Montgomery County Planning Board, the original intention was that they would also be read and utilized by urban planners, current and potential child day care providers, child day care planners, and developers within the private sector.

In January 1985, the Montgomery County Planning Board adopted a child care policy in response to County Executive Charles Gilchrist's policy regarding Child Care Services in Montgomery County. The Montgomery County Planning Board agreed to work in partnership with other public agencies "to enable, support, and enhance the provision of child care services through the private sector." The Planning Board agreed to address child day care in the following areas: community land-use planning, utilization of the park system, and its role as an employer.

The three studies were conducted by Child Care Management Resources, Giegerich & Associates, Inc., and John Elicker, Architects. Jody S. Kline of Miller, Miller, & Canby provided legal review. The two outside readers for the project were Jacquie Swaback of Urban Interdependencies (Sacramento, California) and Gwen Morgan of Work/Family Directions (Wheelock College, Boston, Massachusetts). The technical officer for the project was Gail A. Price, a community planner with the Maryland-National Capital Park and Planning Commission. Patrick Hare, a community planner at M-NCPPC, provided valuable guidance and critiques of the reports throughout the process. An advisory group, the M-NCPPC Child Care Group, composed of Montgomery County Planning Board staff, Montgomery County agency representatives, and representatives from the child care community and the consultants, provided advice and support during the contract period.

The Montgomery County Council provided funding for the three child care studies. The studies were conducted during the summer and fall of 1986. The results of the three studies will be presented to the Montgomery County Planning Board in early 1987. A list of the members of the M-NCPPC Child Care Group and a copy of the Montgomery County Planning Board's Child Care Policy follows.

# M-NCPPC CHILD CARE GROUP

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# Montgomery County Planning Board
# Policy Statement
# Child Care Services in Montgomery County

We support County Executive Gilchrist's recent Policy Summary on Child Care Services in Montgomery County and agree to work in partnership with other public agencies "to enable, support, and enhance the provision of child care services through the private sector."

The accessibility of child care facilities and the availability of appropriate transportation and recreational opportunities are important elements of our community planning effort. We will continue to work with other public agencies and private citizens to address child care issues.

The role of M-NCPPC in Montgomery County includes community land use planning, approval of development proposals, and development and management of the park system. M-NCPPC is also a major employer in the County. In its various capacities, the Montgomery County Planning Board will address the following issues related to child care services:

## Community Land Use Planning

- Provide demographic data by census tracts and planning areas.
- Support appropriate expanded use of public buildings for child care.
- Consider child care needs in the review of the zoning ordinance, including a review of existing standards related to child care and an exploration of the possible incentives that might be provided for developing new facilities for child care.
- Incorporate child care needs in community facility planning and in recommendations for updating of the Master Plans in Montgomery County.

## Park System

- Explore additional use of Park property and buildings as potential sites for child care.
- Support the development of innovative play areas.

## As an Employer

- Investigate and address the child care needs of our employees.
- Encourage a Commission-wide initiative to assist our employees in meeting their child care needs.

# EXECUTIVE SUMMARY

The principal purposes of this study are:

- To analyze the cost of establishing child care facilities in commercial areas through retrofit of existing buildings or development of new facilities;
- To analyze site planning factors for commercial settings including traffic, parking, outdoor play area, safety, security, and landscaping;
- To recommend specific site planning criteria to be used for the review of proposed child care facilities in commercial settings in Montgomery County; and
- To develop parameters for encouraging or assuring the provision for child care facilities in commercial areas.

There is relatively little in the formal literature related to site planning issues for child care facilities. During research for this study, the consultant found that the oldest incentive/assurance program was only three years old and that none of the communities with incentive/assurance programs for child care had established firm site planning criteria.

Detailed surveys of operators and developers/owners, as well as visual analyses, were conducted to analyze the characteristics and problems associated with child care centers in a variety of commercial settings. The study indicated differences based on location, principally urban vs. suburban environments, and by the type of principal use of the building in which the center was located. Common problems identified include:

- Inadequacy of available parking;
- Unavailability of adequate pickup/delivery areas;
- Inadequacy of pedestrian circulation especially in parking areas;
- Inadequacy of entrances and exits, especially in relationship to security, accessibility and visibility from pickup/delivery area;
- The locations of the play areas if provided at all;
- The security and buffering of the play areas and the provision of multiple types of play spaces;
- Inadequacy of landscaping and lighting; and

- Control of noise.

A variety of site planning guidelines, as well as a limited number of site planning standards, should be applied to the future development of additional child care facilities in commercial settings. The consultant has also suggested that, in a limited number of applicable situations currently requiring site plan review, the submission requirements be amended to provide information directly applicable to the analyses and review of child care facilities.

The only two minimum standards proposed include minimum parking requirements for freestanding facilities and the provision of a designated zone for the pickup and delivery of children at all centers.

Site planning guidelines, on the other hand, provide recommended criteria for:

- Traffic circulation;
- Parking;
- Pedestrian access and separation from vehicular traffic;
- Natural light and outdoor views;
- Entrance/exit accessibility;
- Control of entry and exit;
- Noise;
- Play area locations;
- Play area spaces;
- Play area buffer/exposure;
- Security of the play area;
- Landscaping; and
- Outdoor lighting.

The costs of constructing or retrofitting commercial buildings for child care are dependent primarily on the physical characteristics and size of the child care facility. Larger facilities have more substantial fire and safety code requirements than smaller centers. They are also more difficult to accommodate within the framework of existing or new buildings designed principally for other purposes.

Over the past three years, a number of communities throughout the country have established a variety of means for the provision of additional child care facilities in commercial environments. Included among these methods are density bonuses, required space set-asides, and fees and taxes earmarked for child care. So far there is little evidence with which to judge the effectiveness of these efforts. The establishment of an incentive or assurance program requires consideration of a variety of complex issues including:

- Economic conditions and incentives;
- Demand;

- Settings desirable for child care facilities;
- Locational factors; and
- Method of support for assurance programs.

The consultant recommends that, prior to the establishment of a child care program using incentives or assurances, a detailed child care plan be developed.

# SECTION I

## INTRODUCTION

This study will be utilized in the review of Montgomery County policies regarding the establishment of additional child care centers in commercial areas. A number of major metropolitan areas throughout the country have recently initiated special incentive or assurance programs for the provision of child care space in major employment centers. These programs are reviewed in conjunction with a detailed analysis of ten child day care centers in commercial settings in the Washington, Baltimore and Philadelphia metropolitan areas in order to develop recommendations for site planning criteria and guidelines, and to establish parameters for a future incentive or assurance program. The principal purposes of this study are:

- To analyze the cost of establishing child care facilities in commercial areas through retrofit of existing buildings or development of new facilities;
- To analyze site planning factors for commercial centers including traffic, parking, outdoor play area, safety, security, and landscaping;
- To recommend specific site planning criteria to be used for the review of proposed child care facilities in commercial settings in Montgomery County; and
- To develop parameters for encouraging or assuring the provision of child care facilities in commercial areas.

In the Washington area there are approximately thirty child day care programs based in commercial settings. Eight of these are hospital affiliated programs, but the majority are employer supported child care programs based in government agencies. The National Institutes of Health and the Department of Labor have sponsored child care centers for more than ten years. The National Aeronautics and Space Administration, the Department of Health and Human Services, the Department of Education and the Department of Housing and Urban Development have also provided space and start-up funds for child care centers. Since 1984, the U.S. Senate, the Department of Transportation, and the Federal Home Loan Bank Board have opened child care centers in downtown Washington locations. There are fifteen government sponsored child care programs currently operating within the Washington Metropolitan region.

Local governments have also begun to sponsor child care centers for their employees. In November 1985, the Prince George's County Government established a child care center in a church in

Upper Marlboro in the vicinity of the County Municipal Center. The center provides child care for sixty-five children of County employees, with an additional twelve infants to be served in the coming year. In 1983, the Montgomery County Government funded the start-up and maintenance of a center which gives County employees priority enrollment. That program is located in a closed school near County office buildings and is operated by a non-profit child care provider. That former school also houses offices of the Department of Family Resources, the administrator of many county human services programs. In the spring of 1986, the District of Columbia passed legislation which encourages City employees to start child care centers in government buildings, if space can be identified, and if there are sufficient numbers of employees to warrant the service.

Employment based child care programs have expanded rapidly in the past two years. In addition to government and employer supported centers, independent child care centers have been developed in commercial zones. These are typically operated by private child care providers and are based in a variety of settings including office buildings, office parks, former residential buildings, and religious institutions. For example, an infant-toddler center is subletting space from a computer store in Georgetown, a preschool program is located in a renovated residence in downtown Bethesda, and a Montesorri child care program is locating in an industrial park in Columbia.

The number of child care centers in office parks is increasing as developers have become interested in child care as an amenity. Some developers view child care as an incentive to lease space in their projects. For example, in the Tysons Corner section of northern Virginia, fourteen companies have formed a consortium to support a day care center for their employees' children. A local developer has sponsored a number of child care projects, including one in an office park in Landover, Maryland.

The regulatory environment for the approval of child care centers in commercial areas is relatively stringent, even though they are permitted uses in most commercial and industrial zones. In Montgomery County, child care centers are permitted by right in most commercial and industrial zones, including the Central Business District and Town Sector zones. This study should provide guidance in the review of site plans incorporating child care centers in new and existing facilities within commercial areas. One approach would be to develop sufficient incentives and assurances in the future to expand the supply of child care centers in employment areas to meet the substantial child care demand that currently exists, and will continue to grow.

# SECTION II

## LITERATURE RELATED TO SITE PLANNING ISSUES IN COMMERCIAL SETTINGS

*It should be emphasized that there is little published material on either site planning criteria or on incentive and assurance programs relating to child care in commercial settings. Most sources focus on a specific program in a given jurisdiction. During the research for this study the consultant found that the oldest incentive/assurance program was only three years old, and that none of the communities with incentive/assurance programs had established firm site planning criteria. Child care will likely be receiving substantially more attention in the coming years and the number and complexity of incentive/assurance programs will grow rapidly.*

### Site Planning

A range of site planning issues regarding child care was recently outlined in the publication, A Developer's Guide to Child Care, published by the California Child Care Resource and Referral Network.[1] Site selection and building characteristics relevant to deciding whether child care facilities should be one of the uses included in a specific project include:

- An adequate supply of working parents, either in residential or commercial settings;
- Sufficient space availability to have a financially viable program;
- Ground floor, terrace or mezzanine location;
- Direct access to the outside;
- Access to required outdoor play space;
- Entrance and exits away from the major flow of traffic;
- Limited interface with commercial and office uses on the site;
- Access to appropriate on-site amenities; and
- If retrofitted space, proximity to plumbing and electrical connections to reduce construction costs.

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[1] California Child Care Resource and Referral Network, A Developer's Guide to Child Care, 1986.

## Costs

Child care centers in commercial settings face substantial lease costs which are often passed on to parents as part of the tuition. Space and salaries are the greatest expenses in a child care center's operating budget. According to studies of both non-profit and for-profit child care budgets, personnel costs comprise approximately 37-70 percent (50 percent average) of the total operating budget; occupancy (lease, rent, utilities) comprise approximately 9-22 percent (average 13 percent) of the total operating budget and administrative costs comprise 8-27 percent (average 16 percent) of the budget.

At the Prospect Hill Center, "construction costs for the interior were $38 per foot. It is the opinion of the contractor that most office park child care centers of similar quality would cost not less than $30 per square foot".2/ In Pleasanton, California, a developer installed a child care center in the Hacienda Business Park. The land for the center and its building (17,000 square feet) as well as start up expenses, were supplied at an estimated cost of $2.5 - 3.1 million. The center will serve over 200 children from infants through 5 years of age.

The Trammel Crow Company has set aside child care space in several office developments including ones in Dallas, Los Angeles and Bloomington, Minnesota. A poll of the most wanted amenities among tenants at its Bloomington office park showed that "CEO's almost always put child care at the top of the list says Kirt Woodhouse, the managing partner of the developer's Minnesota office."3/

In the Northern Virginia area, Rouse and Associates has agreed to supply the construction costs for a child care center in the Tyson's Corner Office Park and a consortium of employers are raising $90,000 for start-up costs to buy play equipment and pay for consulting fees.4/

## Incentives/Assurances

Although growing numbers of developers are investing resources to include child care as an amenity, cities and counties around the country have adopted ordinances that require developers to contribute to a fund to create additional child care. "In San Francisco, child care requirements took effect in October 1985, after the city's Board of Supervisors unanimously approved a broad new zoning law to limit the rapid growth of downtown office construction. One provision required downtown developers to contribute money to a city-administered child care fund for on-site child care....San Francisco has offered child care in order

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2/ Parent Support Services at the Workplace: What's Involved?, p.29

3/ Wall Street Journal, October 6, 1986

4/ Fairfax Journal, October 1986

to remain competitive with outlying areas where businesses in more spacious environments were planning child care facilities of their own."[5]

"The State of Massachusetts has initiated a $750,000 pilot loan fund to encourage construction of child care centers at small industrial companies and non-profit organizations." The loan program is the first in the nation and is administered by the Massachusetts Industrial Finance Agency (MIFA). Some $30,000 of the fund has already been used to start a child care center for predominantly female workers in a men's clothing manufacturer in Lawrence, Massachusetts. A $30,000 loan from MIFA was arranged to set up a child care center at the Greico Brothers plant. The Amalgamated Clothing and Textile Workers Union voted to supplement the start-up fund by donating one cent from every hourly wage. State officials also provided technical assistance and child care advice in setting up the center.[6]

## Child Care As An Amenity and Marketing Tool

"We call it enlightened self-interest. It's one way our tenants can attract and keep good employees", said the Hacienda Business Park communications director.[7] Increasing numbers of developers and building owners are acknowledging that child care services are powerful inducements for tenants to present to potential employees. Joseph R. Romano, executive vice-president of The Seltzer Organization, is quoted in Real Estate Forum as saying, "You can't simply build offices, find tenants and leave at that"..... "By offering a development-wide professional day care facility," he argues, "we give a second tier of suburbanites, women with very young children, an opportunity to re-enter the workforce."[8] Suburban office parks often lack city conveniences such as stores, restaurants, banks and cultural facilities. Child day care is a convenience suitable for the suburban environment, and may prove helpful to businesses in recruiting employees. With appropriate design and programming, child care centers are suitable in both urban and suburban settings.

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[5] New York Times, May 5, 1986
[6] The Boston Sunday Globe, February 23, 1986
[7] Real Estate Forum, February 1986
[8] IBID

# SECTION III

## SURVEY OF CHILD CARE CENTERS IN COMMERCIAL SETTINGS

*Detailed surveys of operators and developer/owners, as well as visual analyses, were conducted to analyze the characteristics and problems associated with child care centers in a variety of commercial settings. The study indicated differences based on site location, principally urban vs. suburban environments, and by the type of principal use of the building in which the center is located. Common problems and solutions were identified in order to provide a basis for preparing site planning guidelines.*

### METHODOLOGY

In order to assess and analyze factors relating to site planning criteria for child care facilities in commercial settings, the consultant surveyed the operators of ten centers and conducted a visual analysis of nine of those centers. A copy of the survey of operators is attached in Appendix A. All but one of the centers are located within the Washington metropolitan area, with three of the centers located in Montgomery County, Maryland. Within this study, commercial settings encompass office and retail activities conducted in non-residential buildings. The consultant analyzed many types of facilities including office buildings, a shopping center, a federal agency campus, a light industrial building, an office park, and two freestanding child care centers. The projects included a mix of new construction and retrofitted development, with six of the ten sites surveyed requiring renovation of an existing building which was not specifically designed for child care. In addition to the operators, the consultant interviewed seven developers/owners/managers in order to obtain collateral opinions on issues relating to the establishment of child care centers in commercial centers. A copy of the survey of developers/owners/managers is attached in Appendix B.

It should be noted that although the consultants focused on problems in order to understand where site plan guidelines would be useful, the child care operators studies were creative in developing child care centers within particular buildings or sites. In many instances, there were difficult contraints.

### PROFILE OF THE CENTERS

Eight of the ten centers studied were established since January 1985 (see Table 1). Two of the centers are located in government office buildings, one in Greenbelt, Maryland and the other in downtown Washington, D.C. Two of the centers are freestanding facilities, including a converted residence in downtown Bethesda, and a newly constructed center in Germantown, Maryland.

The capacities of the centers range from twenty children, in a converted storefront, to one hundred thirty-six children in a freestanding center designed specifically for child care. The mean capacity of all centers studied was 68.4 children.

Just as the centers are varied by size and structure, the zones in which they are located also vary greatly. Five of the ten centers are located in commercial zones, while two centers are zoned for federal agency use, two have industrial zoning, and one is located within a town sector zone (see Table 2). These zones refer to specific local zoning ordinances, although all are expressly related to non-residential development.

The interior square footage of the centers ranges from 1,000 square feet to 9,409 square feet, with a mean of 3,714 square feet (see Table 2).

Several of the centers are located within much larger structures. For instance, the day care center within the shopping mall in Gaithersburg, Maryland comprises 3,025 or 3 percent of the 100,000 square feet located in the shopping center. The child care center in the Philadelphia, Pennsylvania multi-use project contains 4,500 or 1.2 percent square feet out of a total square footage of 363,000 in the entire building.

Parking at the centers varies greatly. Six of the ten centers have parking that is adequate, with as many spaces as needed available at the shopping mall, the office park, the light industrial project, the converted storefront, the federal agency office, and one of the freestanding centers. Parking is inadequate at several projects, including those in the downtown areas of Philadelphia, Bethesda, and Washington, and the federal agency campus in Greenbelt, Maryland (see Table 4). Downtown locations generally do not have discrete parking set aside for the day care centers.

Full-time staff in centers in commercial settings ranged from three to fourteen with a mean of 8.2 full-time staff persons per center. In addition, part-time staff amounted to an average of 2.2 persons per center (see Table 5).

Monthly tuition per child at the child care centers ranged from a low of $230 to a high of $480 (see Table 6). The costs of child care varies according to the ages of the children needing care, the type of care chosen, and the number of hours care is used.1/

The annual lease cost per square foot ranged from $4.50 per square foot to $18.65 per square foot (see Table 7). The average cost of space was approximately $13.15 per square foot. The percentage of the operating budget spent on leases ranged from a

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1/ Friedman, Dana, Corporate Financial Assistance for Child Care, The Conference Board Research Bulletin, 1985, p. 6.

low of 15 percent to a high of 33 percent. The two centers located in federal agency buildings do not pay for space and are not included in the above calculations.

## FACTORS IN LOCATING CENTERS

The expected demand among neighboring employees was the reason most often given for operators locating child care centers in commercial settings (see Table 8). Two of the ten operators also indicated that they anticipated capturing residential demand from neighboring communities. The operators in the shopping mall and on the federal agency campus stated that employees created a demand for the center and they have strongly supported the programs. Two additional operators stated that the expected demand from on-site employees was the basis for opening their centers.

Developers, owners and managers were asked about the reasons behind their decision to permit a child care center to operate within their project. Five indicated that they expected marketing benefits as a result of the child care center (see Table 9). Other reasons given for signing child care centers as tenants included expected and actual demand from both employers and employees. The developer of the light industrial building in Howard County, Maryland thought that the child care operator would be a strong tenant and that the center would attract the type of businesses that he wanted to come into the park (see Table 10). The developer of the freestanding facility in Germantown, Maryland decided to build the center as a result of expected demand from area residents. The manager of the office building in downtown Washington perceived that the day care center was good for the building owner since the child care operator invested in the space renovation.

Surprisingly, four of seven developer/owners who responded indicated that the center has had no effect on their ability to lease or sell their project (see Table 11). The developer of one center is also developing the housing community adjacent to the center and stated that the care center has not had any noticeable effect on their ability to sell houses. Three developers indicated that the child care center has helped lease space in their project. Several respondents indicated that the day care center is an attraction when potential tenants are choosing between two sites.

When developer/owners were asked how neighboring employers reacted to the day care center, five of the seven responding indicated that the attitudes of neighbors were enthusiastic or favorable, while the other two were neutral (see Table 12). Tenants within the buildings, however, responded more positively, with four of the six developer/owners who answered indicating that building tenants were enthusiastic about the child care center (see Table 13).

## PROBLEMS ENCOUNTERED IN ESTABLISHING CENTERS

Two of the developer/owners indicated that they had problems meeting the outdoor play space requirements, although actual space availability was not a problem in either case (see Table 14). The principal problems were difficulty in obtaining Montgomery County Planning Board approval of the landscaping plan for a freestanding facility, and concerns about security and noise at the shopping center site. Answers to this question were somewhat influenced by the fact that most jurisdictions studied do not require designated outdoor play space as part of a child care center and permit the use of neighborhood parks in meeting the play space requirements. Four of the ten centers studied had no on-site outdoor play space.

The developer/owners did not indicate that they perceived traffic problems associated with the center (see Table 15). The one respondent answering that traffic was a problem indicated that inadequate parking was the cause. Developer/owners also felt that parking was adequate. Five of the six developer/owners responding to the question indicated that parking was adequate or excessive.

Generally, developer/owners were willing to include day care in additional projects. Six of the eight responding indicated that they would develop additional child care centers at their own initiative; the other two responded that they would do so by request only (see Table 16).

The operators indicated that their ability to generate contractual agreements to supply day care services to neighboring employers is mixed. Seven of the ten operators indicated that neighboring employers have not approached the operators about contractual arrangements (see Table 17). On the other hand, only three of the ten operators indicated that they had approached neighboring employers about entering into contracts for child day care. Three operators indicated that they do plan to contact neighboring employers in the future.

When asked if any of a series of items had caused difficulty at their child care centers, few developer/owners indicated having problems. One respondent indicated a complaint about noise from the tenant below in an office building (see Table 18). The developer/owner added insulation to diminish the noise. In another case, a problem of access within the building was resolved by adding an additional door. No problems relating to air quality, landscaping or trash removal were indicated.

## THE APPROVAL PROCESS

When asked how they found out which approvals were necessary for licensing, operators gave quite a variety of answers. Two respondents each indicated that they learned about the approval process through the Health Department, other government departments, or their own experiences (see Table 19). Respondents also indicated that they learned about required approvals from the

Department of Education, consultants, and trial and error. Three of the operators had run child care centers in the past and knew which agencies to contact. Two operators in the District of Columbia attended an orientation session sponsored by the Department of Consumer Affairs for prospective child care operators.

The length of the approval process ranged from seventeen days to more than a year (see Table 20). The government sponsored centers had the least difficulty with approvals, since they did not have to comply with public zoning ordinances or health department regulations unless they chose to do so. Both of these centers, however, did comply with state or city licensing requirements in order to apply for social service funded food reimbursements, or to illustrate that they are meeting the acknowledged quality standards. Of the three centers located in Montgomery County, one reported that it took seven months to receive approval, and the other two reported that it was a year or more before approvals were obtained.

When operators were asked which approvals were the most difficult to obtain, Health Department and Fire Marshal approvals were each mentioned by three respondents (see Table 21). One center operator indicated waiting an "unreasonable" period of time for inspections. Another operator was upset that licensing specialists seemed unable to make decisions on items requiring their judgment regarding compliance.

Two of the three operators in Montgomery County reported that fire code approvals were the most difficult to obtain. They perceived a great deal of uncertainty and difference of opinion between the Health Department and the Fire Marshal's office. One operator indicated it was difficult to get any feedback regarding whether the center would pass the Fire Marshal's inspection when the director submitted the center's preliminary plans. Several operators thought that such indecisiveness caused unnecessary loss of time and money.

The developer/owners were involved in obtaining a number of the required approvals. For example, four (50 percent) of the eight developer/owners surveyed indicated that they obtained all building permits and three obtained zoning approvals and occupancy permits (see Table 22).

When asked if there are contradictory regulatory requirements, or differences in interpretation among regulatory agencies, four of the developers, all of those interacting with the regulators, indicated that they did see contradictions (see Table 23). One developer/owner indicated surprise that the entire regulatory process went so smoothly since he felt that regulation agencies were understaffed. Three of the seven developer/owners indicated that there were problems with the process or regulations and thought that both were intertwined. One developer indicated that the process is too slow and there are not enough inspectors (see Table 24).

The operators clearly felt that there were contradictory regulatory requirements, with six of the seven responding indicating a problem (see Table 25). Only one respondent did not feel that there were contradictory regulatory requirements, or differences of interpretations among regulatory agencies.

The operators made a number of suggestions for improving the regulatory process (see Table 26). The most frequently made suggestions included better interagency coordination, better information at the point of contact regarding all of the requirements which would have to be met, and the need for additional, more highly trained, staff.
In summary, it appears that licensing requirements are not extremely onerous but the process, which requires multiple approvals from a variety of different agencies, can be exceedingly time consuming. Approvals took a year or longer in half of the centers surveyed. Of the five centers with this long approval process, two are located in Montgomery County, two in Prince George's County, and the fifth in the District of Columbia. It is interesting to note that the two Montgomery County centers which took a year or longer for approval were freestanding facilities.

## VISUAL ANALYSIS

A visual analysis was conducted at nine of the ten centers participating in the study. The purpose was to have a trained analyst, in this case an architect, review conditions at each center with respect to several site planning and design issues as described below. This information was used to identify problems and solutions and to abstract both good and bad planning examples for the purpose of developing site planning guidelines.

The basic issues analyzed regarding site planning and design include:

- Traffic circulation and parking;
- Pedestrian circulation and safety;
- Entrances and exits;
- Play areas;
- Landscaping and lighting; and
- Security.

In order to provide qualitative measures of the adequacy of each of the design elements described above, a five-point rating scale was established and applied to each item for each center. The scale ranged from outstanding to inadequate. Both the ratings for each individual center are included in the visual analyses and the overall ratings are illustrated in the last portion of Section III.

### Traffic Circulation and Parking

The pickup and delivery of children appeared to be awkward in many cases. Only one of the nine sites analyzed was originally designed as a child care center, the freestanding facility located in Germantown, Maryland. Overall, five of the nine sites were rated inadequate in terms of pickup and delivery location. Of these five, three were located in areas with principally urban characteristics, including a converted storefront and the two downtown office locations. Other sites rated poor included the shopping center and a former residence which had been converted to a freestanding child care facility. The downtown or urban locations have much less potential for accommodating pickup/delivery areas than larger, less densely developed, campus style sites.

Traffic circulation was designated as poor or inadequate in four cases. Three of these four cases were located in the urban or higher density sites. Circulation in the vicinity of the converted residence, which is a freestanding facility, was also rated poor.

Parking was rated poor at three of the nine sites, including two in the urban more densely developed settings and one in a the converted freestanding facility. The distance from parking to the child care center was rated inadequate or poor in only two cases, at the downtown office building and at the shopping center. The shopping center did have a substantial distance between the parking lot and the child care center since the center was located within the mall itself.

In summary, traffic, parking, and pickup/delivery are most difficult to provide adequately in urban settings. Campus settings or freestanding buildings are much more likely to feature the physical characteristics necessary for a well designed and functioning pickup/delivery and traffic circulation system. It is interesting to note that one of the freestanding facilities rated poorly on these issues, primarily due to the lack of physical space onsite.

The most common solution to parking and delivery problems was to set aside or designate specific parking spaces in immediate proximity to the child care center. This solution was utilized at several sites including the shopping center, the light industrial building, and the office park.

## Pedestrian Circulation and Safety

Pedestrian access and separation from vehicular traffic was rated poor at three of the nine sites studied. Of the sites rated poor, two were urban locations including the converted storefront and a downtown office building, and the third was the shopping center site. Except for freestanding facilities and some office buildings, it is often necessary to cross driving or vehicular circulation lanes in order to get from the parking area to the center.

The most hazardous pedestrian circulation problem appeared to be in a center where the children had to walk through the parking lot to get from the day care center to the play area. In downtown locations, children had to use city sidewalks or cross city streets to reach play areas. While urban parks or play areas may be adequate, the young ages of the children make it difficult to supervise them on city streets and sidewalks.

There is no prototypical solution to provide safe, adequate pedestrian separation and circulation. Freestanding facilities generally do not have a problem in this area. However, shopping centers and other commercial buildings appear to have inherent pedestrian and circulation safety hazards due to their close proximity to traffic and well utilized parking areas.

## Entrances and Exits

Only two of the nine centers were rated poor in entrance or exit accessibility; both of these were located in downtown office buildings. The accessibility to the centers was through the office building and there was a substantial mixture of children with other users in the immediate vicinity of the entrance and exit of the child care centers.

There were two security problems encountered during the analysis. In the shopping mall, the door to the child care center opened directly from the mall into the classroom. There was no intermediate room for holding visitors or children; persons could enter directly into the children's classroom area. This posed a security problem which resulted in the installation of a buzzer style entry security system which requires a day care worker to authorize admittance.

The most significant entrance/exit problem was encountered in the converted storefront space in Georgetown. The door to the child care center also serves as a loading and storage access point for the computer store. Supplies must be carried through the classroom, disrupting activities and causing safety and security hazards. In the winter, control of heat in the child care center is particularly difficult when substantial loading activity is taking place.

In order to improve the security of entrances and exits, many centers installed buzzer systems to permit center staff to authorize admittance. In order to minimize disruption to play or educational activities in the classrooms, it is recommended that a vestibule or holding space should be provided near the entrance/exit to the center.

## Play Area

Four of the nine centers studied were deemed to have inadequate outdoor play areas. Three of these were in the downtown, urban, locations where play areas were non-existent and parks were used for outdoor day care play areas. The fourth inadequate locational situation was the office park, where the play lot was located a substantial distance from the child care center and access to the location was not safe.

It should be noted that the District of Columbia, where all three urban sites are located, does not require on-site outdoor play space in child care centers. The District permits the use of city parks to meet play space requirements. This is not currently permitted in the State of Maryland.

Play areas associated with freestanding buildings and campus settings were attached to the child care centers and generally substantial in size. The urban settings had no specifically dedicated play space as discussed above. At the office park, the play space was not adjacent to the center and required walking through the parking lot for access. The play space in the shopping center was close to the child care center; however, the children have to cross a public walkway to reach it.

The play areas in freestanding facilities are well designed, with combinations of equipment zones, grass, sand, and shade; however, none provided hard surface play space. Non-freestanding facilities lacked one or more of the desired elements for play areas.

The principle consideration in the location and design of outdoor play space in commercial settings is the security of the space. The ideal situation is to have adequate space which can be accessed only through the day care center itself. This situation did not exist at any of the sites analyzed except the freestanding child care facilities. It may prove extremely difficult to find existing buildings with adequate space available adjacent to the child care center.

## Landscaping and Lighting

Four of the nine centers were rated poor or inadequate with regard to using landscaping for safety. These centers included the converted storefront, a downtown office building, the light industrial building, and the shopping center.

The same four centers and the federal agency campus were also rated poor or inadequate with regard to landscaping aesthetics. Commercial properties are generally not as well landscaped as residential or park settings. Outdoor lighting, in terms of aesthetics and safety, was considered a problem only in one of the downtown office building sites.

Play areas are generally well landscaped, especially the freestanding facilities. Two facilities, the shopping center and office park could use larger grass areas within the playground area.

Landscaping may be used as visual buffers, noise buffers, and aesthetic amenities. Landscaping, however, is generally not substantial in the urban sites and should be improved.

## Security

Security is a much greater problem in commercial areas than in residential areas. Many people unaffiliated with the care center are frequently in the immediate vicinity, and it is difficult to identify those who "do not belong" near the center. Shopping centers seem to provide the greatest risk, with a high number of short term, infrequent, visitors. The urban and campus style sites also pose a variety of potential security issues.
It appears to be desirable to restrict entrance to the day care center. This can be accomplished through modified entrance design or provision of a separate entrance. More thought should be given to the security of the play areas. Fences and buffers designed to keep others out, as well as keep children in, could be designed more effectively.

The greatest security problem encountered was burglaries of the closed centers. One of the owners of centers that was burglarized suggested that the location of a high school in the immediate vicinity posed a potential security problem at that location.

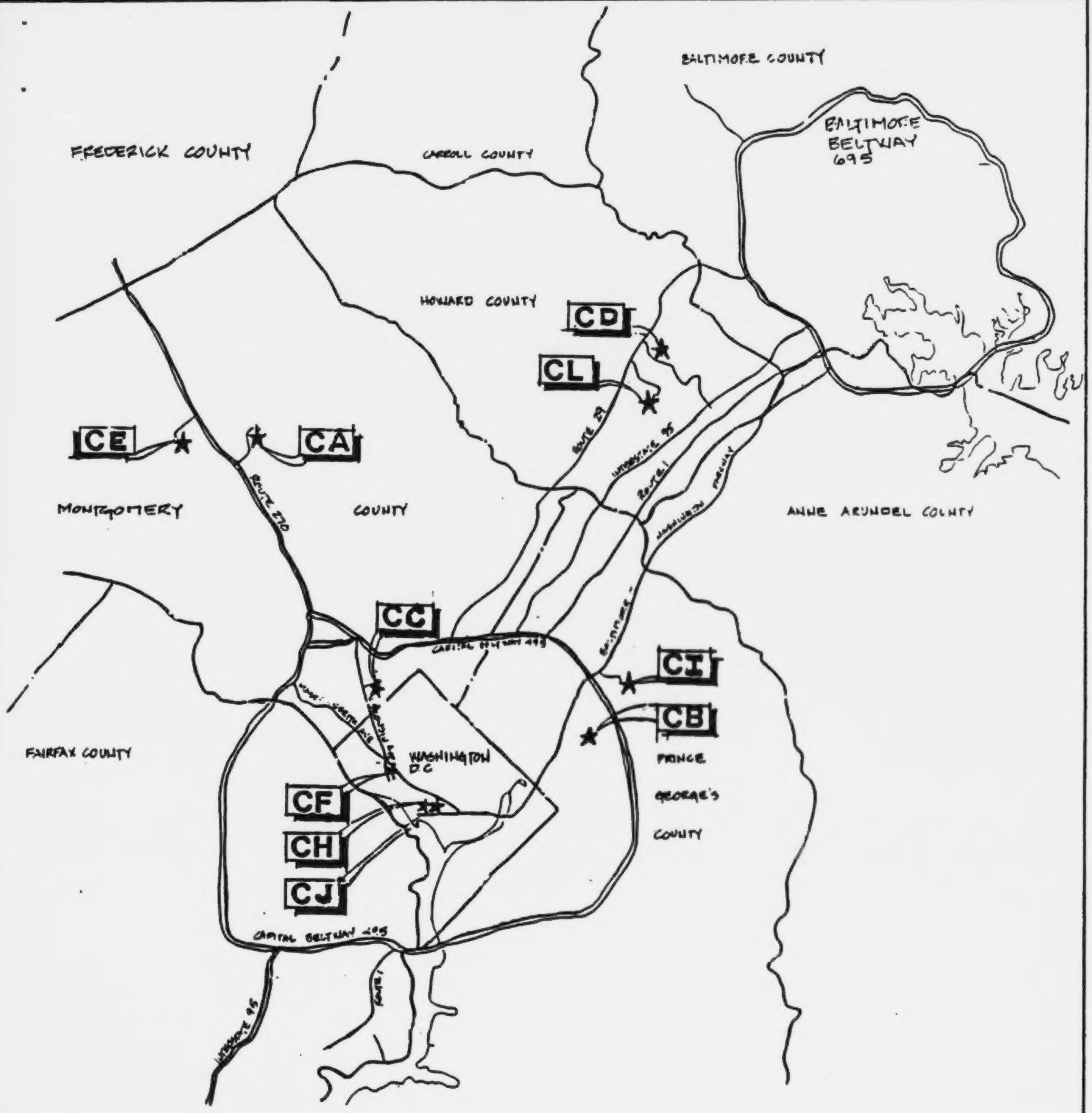
## Noise

There were two instances of noise problems encountered, one in an urban office building and the other at the shopping center. In the case of the office building, the tenant located below the child care center complained of noise coming through the ceiling. To resolve the problem, the building owner provided additional insulation for noise attenuation. At the shopping center, the operators and the shopping center owner were concerned that children playing would be disruptive to surrounding businesses. No special steps were taken, however, to reduce or buffer potential noise impacts.

In order to minimize potential noise problems, play areas should not be located in close proximity to work areas in the vicinity. Additional landscaping and noise buffering should also be provided as needed to further reduce any noise problems.

## SITE PLANS

The following pages contain diagrammatic site plans of the ten facilities. There is a brief descriptions of the characteristics of each center and a rating sheet for each of the characteristics discussed in this section.



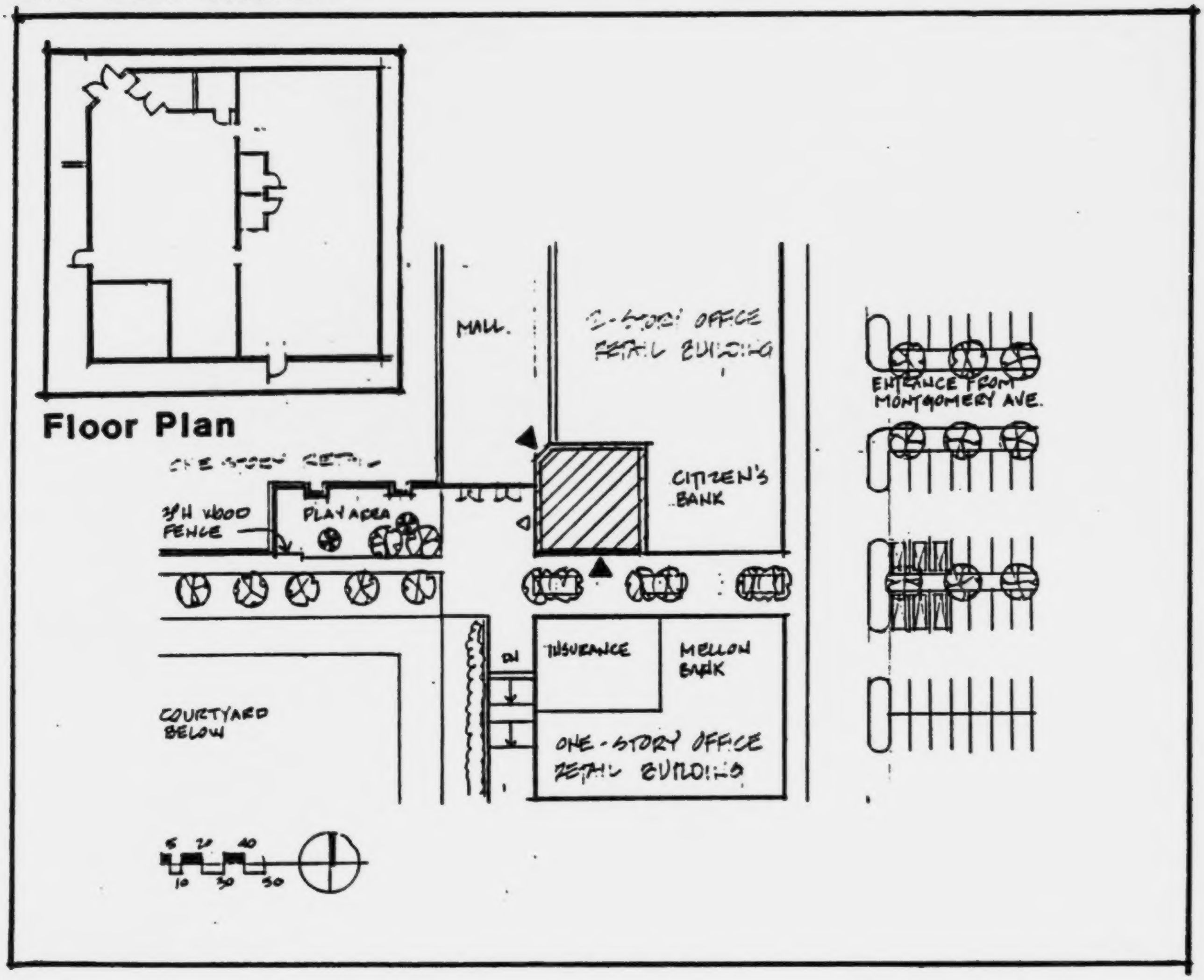
# Location Plan for Commerical Centers

Site Planning Criteria for Child Day Care Facilities
in Commercial Areas

**Site**
**CA**
**Montgomery County**

# 53 CHILDREN / SECTION OF MIXED USE "TOWN CENTER" BUILDING

## Site Plan Sketch



## Key

- Property Line
- Chain Link Fence
- Solid Fence
- Entry
- Exit
- Auto; Parking
- Sign
- Stop Sign
- Traffic Light
- Wooded Area
- Shade Tree
- Evergreen
- Play Equipment

## Comments

Site Planning Criteria for Child Day Care Facilities
in Commercial Areas

Site
**CA**
**Montgomery County**

## Physical Site Assessment

**Building Description:**

Day Care Center is located in Mall near side entrance to Mall

**Lot Size/FAR:**

Town Sector/Eight Acres
3025/350,000 SF = .01

**Site Description:**

The Day Care center is located in the Montgomery Village Mall. The center is located at one end of the Mall which is away from the main vehicle/pedestrian traffic. The play area is across an entry/exit walk into the Mall. There is a three foot high fence (wood) surrounding the play area. The Day Care center visits the stores in the Mall for learning experiences - close supervision. There is a tunnel in a courtyard adjacent to the Mall which the children can use to walk over to a lake about 1/2-3/4 mile away - close supervision. There are three elementary schools and a Junior High nearby which the center interacts with for learning programs.

## Comments

The existing play area is sand and concrete. The addition of more grass play area would improve this center. Even though the center is located near a side entrance to the Mall, the entrance is not used often enough to harm the children.

Security of the fenced play area shouldd be increased with additional fencing or landscape "hedge" material seperate the public from the children more.

## Physical Site Assessment

| | |
|---|---|
| Parking and Traffic Circulation | Since the center is located in a "Town Center" shopping/office area, there is plenty of parking on the site. There is no designated pick-up/drop-off area for children. The parents must park in the parking lot and walk 75 to 100 feet or more to the center entrance. |
| Outdoor Play Area | The play area is a wood fenced area that used to be part of the existing sidewalk. The play area is mostly concrete with several areas of sand for play equipment. The space could be improved by being enlarged and the addition of grass space. The center does have access to a park about one-half mile away. |
| Landscaping/ Screening | The play area could be improved with more grass area and bushes. There is an insurance company 30 to 40 feet away from the play area - added buffers would help. |
| Fire Safety | There are two exits to the outside and one exit to the mall. Emergency vehicles must park along the sidewalk curb for access to the center. |
| Air Quality | Air quality around the center is good. The center is located a quarter mile from the closest major road.<br>The parking to the center is 75 to 100 feet away from the entrance. There are no sources of outdoor air pollutants in the vicinity. |

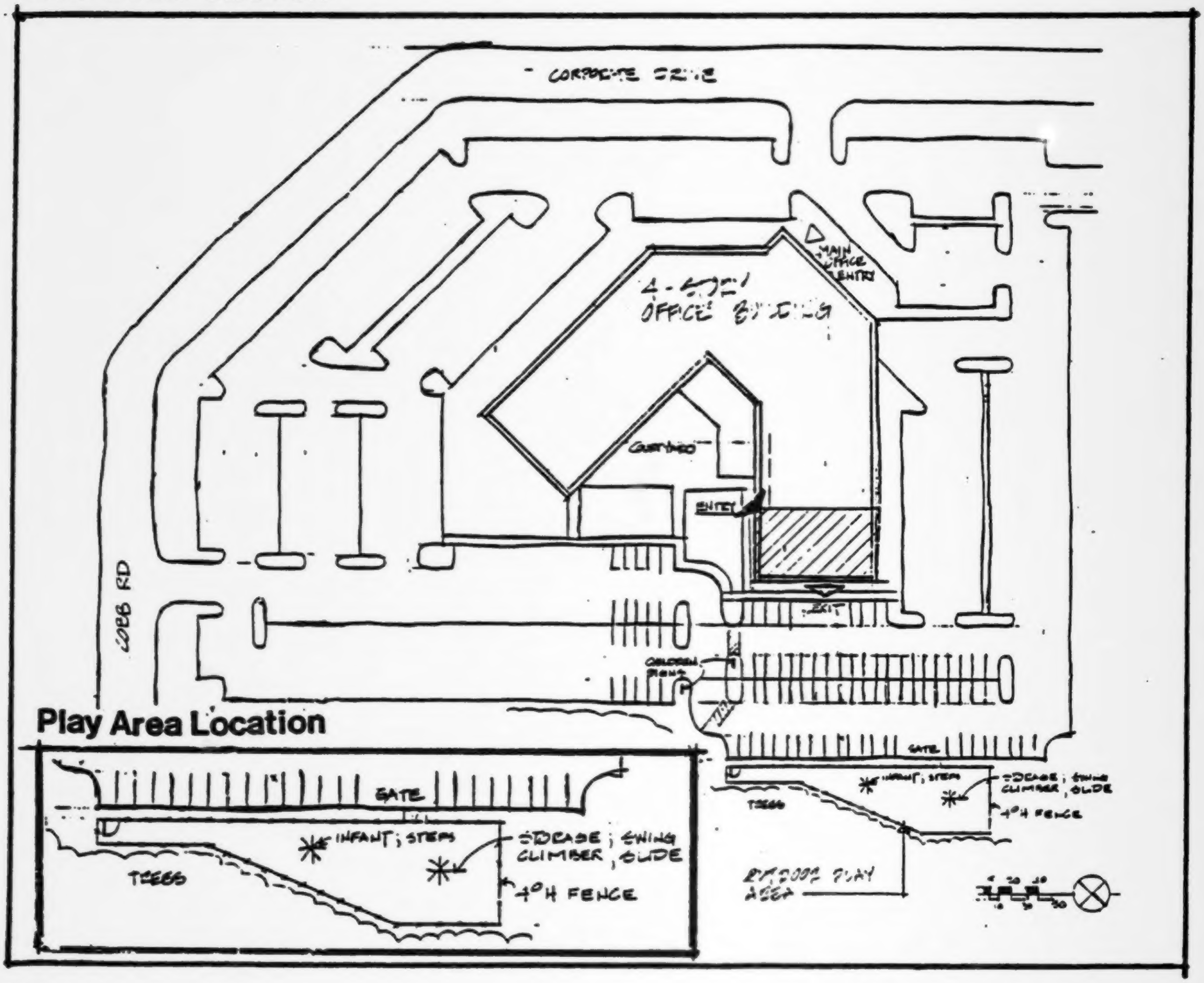
## Ratings of Physical Assessment Criteria

|  | LOW → HIGH |  |  |  |  |  |
|---|---|---|---|---|---|---|
|  | 0 | 1 | 2 | 3 | 4 | 5 |
| TRAFFIC CIRCULATION |  |  |  | ● |  |  |
| PARKING |  |  |  | ● |  |  |
| DISTANCE FROM PARKING TO CENTER |  |  | ● |  |  |  |
| PEDESTRIAN ACCESS/SEPARATION |  |  | ● |  |  |  |
| NATURAL LIGHT AND OUTDOOR VIEWS |  |  |  | ● |  |  |
| ENTRANCE/EXIT ACCESSIBILITY |  |  |  | ● |  |  |
| CONTROL OF ENTRY/EXIT |  |  |  |  | ● |  |
| SURVEILLANCE |  |  |  |  | ● |  |
| PICK UP/DELIVERY LOCATION |  | ● |  |  |  |  |
| PLAY AREA LOCATION |  |  |  |  | ● |  |
| PLAY AREA SPACES |  |  |  | ● |  |  |
| PLAY AREA BUFFER/ENCLOSURE. |  |  |  | ● |  |  |
| SECURITY OF PLAY AREA |  |  | ● |  |  |  |
| LANDSCAPING/SAFETY |  |  | ● |  |  |  |
| LANDSCAPING/AESTHETIC |  |  | ● |  |  |  |
| OUTDOOR LIGHTING/AESTHETIC | ● |  |  |  |  |  |
| OUTDOOR LIGHTING/SAFETY | ● |  |  |  |  |  |
| LOT SIZE/PLAY AREA SIZE |  |  |  | ● |  |  |
| ADDED TRAFFIC |  |  |  |  |  | ● |
| BUFFERS/VISUAL SCREENING |  | ● |  |  |  |  |
| ACCESSIBILITY OF EMERGENCY EQUIP. |  |  |  |  |  | ● |
| EASE OF EMERGENCY EGRESS |  |  |  |  |  | ● |

0= Not Applicable
1= Inadequate
2= Poor
3= Adequate
4= Good
5= Outstanding

# 67 CHILDREN / INTEGRAL CENTER IN PLANNED OFFICE CENTER

## Site Plan Sketch



## Key

—··—··— Property Line
—×—×— Chain Link Fence
▬▬▬▬ Solid Fence
▲ Entry
△ Exit
☒ Auto; Parking
↑ Sign
⬡ Stop Sign
✕ Traffic Light
Wooded Area
Shade Tree
✺ Evergreen
✱ Play Equipment

## Comments

## Physical Site Assessment

**Building Description:**

Children's Center is located on first floor of five story masonry office building.

**Lot Size/FAR:**

Commercial (Prince Georges County) Nine Acres
4950/348480 = .01

**Site Description:**

Center is located in the back of the office building on the lower floor with adequate parking for child drop-off/pick-up. Unfortunately there is no designated drop-off/pick-up area for children. They must be walked through parking lot. The center is entered from the courtyard side of the office building. The tot lot is located across four rows of parking. Children must be carefully supervised when going to play. The play area has suitable play equipment for the age groups. The tot lot borders a wooded area which provides shade.

## Comments

A designated drop-off/pick-up area would improve the delivery of children to the center. Landscaping and grass would improve the tot lot at the back of the site. Signs would improve locating the center for parents.

Additional speed bumps would improve the safety of children walking to the play area.

## Physical Site Assessment

| | |
|---|---|
| Parking and Traffic Circulation | There is an abundance of parking for the center since it is located in the office center. There is no pick-up/drop-off area for children. The parents must park and walk across the parking lot to the center. This path could be harmful during morning and afternoon hours. |
| Outdoor Play Area | The tot-lot is accessable to the children by crossing the parking lot. The crossing must be done with supervision. Overall, the lot is a very good size. |
| Landscaping/ Screening | The tot-lot could be improved by the addition of grass area and shrubbery. The tot-lot is bordered on the back boundary with existing trees. The center faces the tot-lot so no additional screening is necessary. |
| Fire Safety | There are two marked exits directly to the outside. Emergency equipment must come to the rear of the office center for accessibility to the day care. |
| Air Quality | Except for the closeness of the parking lot to the center, the air quality around the center is very good. The closest major road is one-half mile away. |

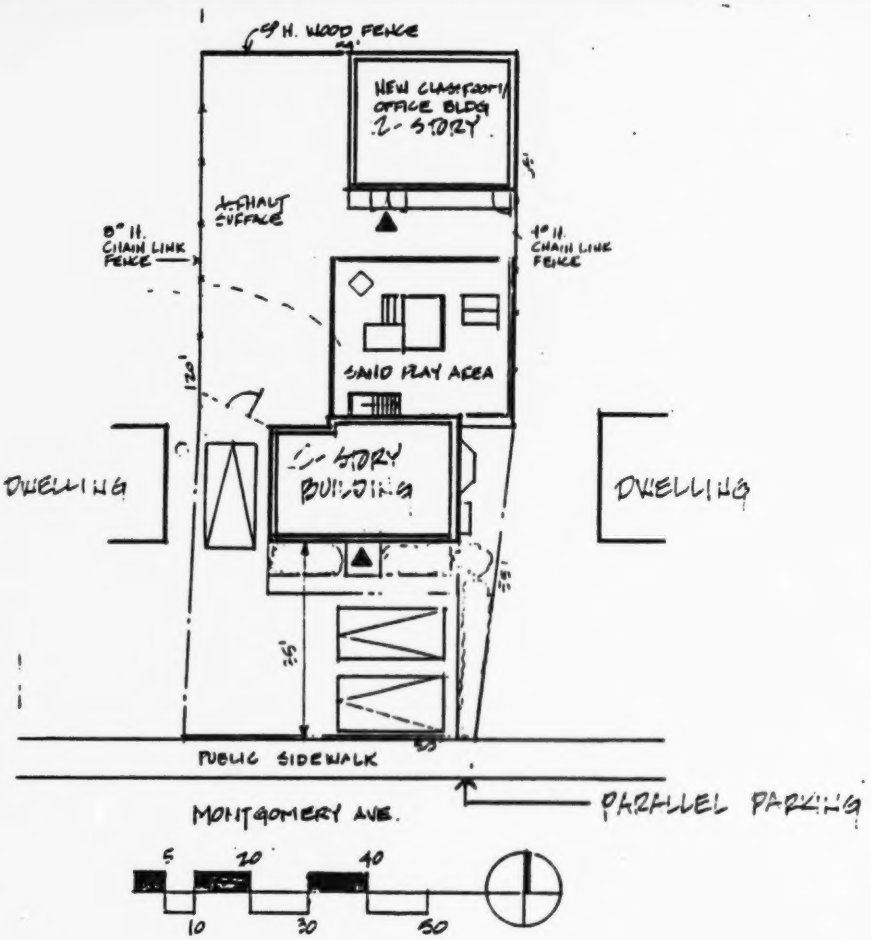
## Ratings of Physical Assessment Criteria

| | LOW → HIGH | | | | | |
|---|---|---|---|---|---|---|
| | 0 | 1 | 2 | 3 | 4 | 5 |
| TRAFFIC CIRCULATION | | | | | | ● |
| PARKING | | | | | | ● |
| DISTANCE FROM PARKING TO CENTER | | | | | | ● |
| PEDESTRIAN ACCESS/SEPARATION | | | | ● | | |
| NATURAL LIGHT AND OUTDOOR VIEWS | | | | | ● | |
| ENTRANCE/EXIT ACCESSIBILITY | | | | | ● | |
| CONTROL OF ENTRY/EXIT | | | | | ● | |
| SURVEILLANCE | | | | | ● | |
| PICK UP/DELIVERY LOCATION | | | | ● | | |
| PLAY AREA LOCATION | | ● | | | | |
| PLAY AREA SPACES | | | | ● | | |
| PLAY AREA BUFFER/ENCLOSURE. | | | ● | | | |
| SECURITY OF PLAY AREA | | | ● | | | |
| LANDSCAPING/SAFETY | | | ● | | | |
| LANDSCAPING/AESTHETIC | | | ● | | | |
| OUTDOOR LIGHTING/AESTHETIC | ● | | | | | |
| OUTDOOR LIGHTING/SAFETY | ● | | | | | |
| LOT SIZE/PLAY AREA SIZE | | | | ● | | |
| ADDED TRAFFIC | | | | | | ● |
| BUFFERS/VISUAL SCREENING | | | | ● | | |
| ACCESSIBILITY OF EMERGENCY EQUIP. | | | | | ● | |
| EASE OF EMERGENCY EGRESS | | | | | ● | |

0= Not Applicable
1= Inadequate
2= Poor
3= Adequate
4= Good
5= Outstanding

# 37 CHILDREN / FREESTANDING CENTER IN COMMERCIAL TRANSITIONAL ZONE

## Site Plan Sketch



## Key

| | | | |
|---|---|---|---|
| —··—··— | Property Line | ⯃ | Stop Sign |
| —▪—▪— | Chain Link Fence | ✳ | Traffic Light |
| ▬▬▬▬ | Solid Fence | ☁ | Wooded Area |
| ▲ | Entry | ✿ | Shade Tree |
| △ | Exit | ✺ | Evergreen |
| ☒ | Auto; Parking | ✱ | Play. Equipment |
| ↑ | Sign | | |

## Comments

**Site**
**CC**
**Montgomery County**

## Physical Site Assessment

**Building Description:** Day Care is located in two-story brick house and first floor of a two-story concrete block building.

**Lot Size/FAR:** Commercial/Transitional (Montgomery County)
1952/6600 = .30

**Site Description:** Day Care is located on first and second floor of house and first floor of new building. Both spaces have access to sandbox type play area. The children must come down steps out of the house to play area and children in new building have direct access to play area. There is a tree on site which provides shade over play area. "The Kids Place" has a van for field trips and other activities. The center lacks a grass area and an adequate drop-off/pick-up space.

## Comments

The drop-off/pick-up area for children could be improved. Temporary parking on the street would help when parents are delivering their children. The addition of grass area near the play area would improve the back of the site. Handicapped access to the building could be improved by ramps.

## Physical Site Assessment

| | |
|---|---|
| Parking and Traffic Circulation | The parking on the site takes up the front yard. If more than two parents arrive at the same time they must park on the street. The traffic on the street is light to medium quality. Car congestion really seems like a problem. |
| Outdoor Play Area | The outdoor play is reached from the front building by going down a set of steps and it is right there. The back building has direct access to the play area. The play area is an elevated sand area. The surrounding asphalt area could be improved by adding a grass area. |
| Landscaping/ Screening | There is one large tree on the site that provides shade to the play area. An eight foot high chain link fence borders the West side of site and could use privacy slats. There is an eight foot wood fence to the side of the site which is good. The East side of the site could be improved by landscaping - bushes. |
| Fire Safety | There is direct access by fire equipment to the front building but the fire equipment must go through a gate to the back building. The vehicles must park on the street because of the small parking area available in front. The back building has direct access to outside. There is activity on the second floor of the front building and they must come down stairs to exit out front door. There are two exits on the first floor. |
| Air Quality | Except for the traffic on the street in front of the center and the asbestos business next door, (don't know how hazardous the asbestos business would be) the air is of good quality. |

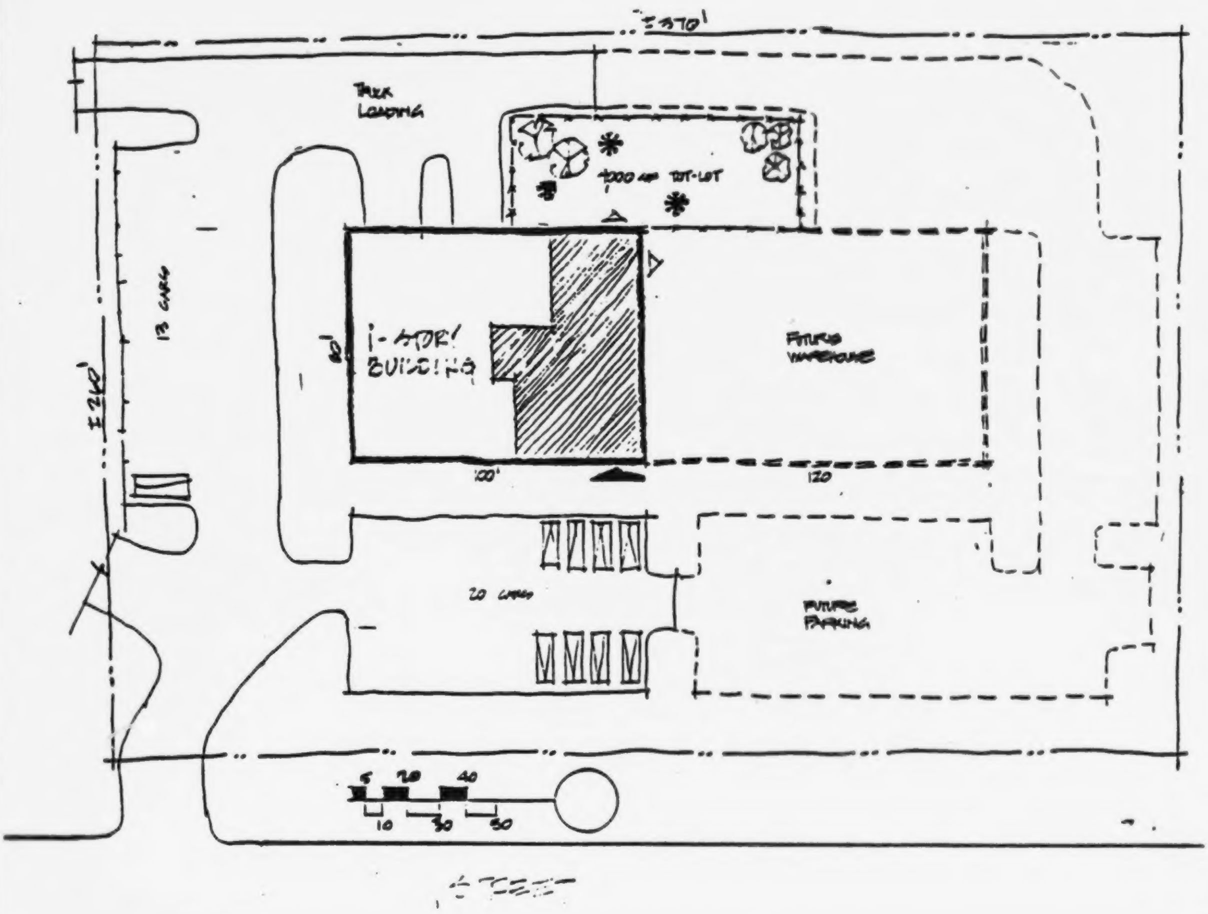
## Ratings of Physical Assessment Criteria

| | LOW → | | | | | HIGH |
|---|---|---|---|---|---|---|
| | 0 | 1 | 2 | 3 | 4 | 5 |
| TRAFFIC CIRCULATION | | | ● | | | |
| PARKING | | | ● | | | |
| DISTANCE FROM PARKING TO CENTER | | | | | ● | |
| PEDESTRIAN ACCESS/SEPARATION | | | | | | ● |
| NATURAL LIGHT AND OUTDOOR VIEWS | | | | ● | | |
| ENTRANCE/EXIT ACCESSIBILITY | | | | ● | | |
| CONTROL OF ENTRY/EXIT | | | | | | ● |
| SURVEILLANCE | | | | | | ● |
| PICK UP/DELIVERY LOCATION | | ● | | | | |
| PLAY AREA LOCATION | | | | | | ● |
| PLAY AREA SPACES | | | | | | ● |
| PLAY AREA BUFFER/ENCLOSURE. | | | | | ● | |
| SECURITY OF PLAY AREA | | | | ● | | |
| LANDSCAPING/SAFETY | | | | ● | | |
| LANDSCAPING/AESTHETIC | | | | ● | | |
| OUTDOOR LIGHTING/AESTHETIC | | | | ● | | |
| OUTDOOR LIGHTING/SAFETY | | | | ● | | |
| LOT SIZE/PLAY AREA SIZE | | | | ● | | |
| ADDED TRAFFIC | | | | | | ● |
| BUFFERS/VISUAL SCREENING | | | ● | | | |
| ACCESSIBILITY OF EMERGENCY EQUIP. | | | | | ● | |
| EASE OF EMERGENCY EGRESS | | | | | ● | |

0= Not Applicable
1= Inadequate
2= Poor
3= Adequate
4= Good
5= Outstanding

# 80 CHILDREN / SECTION OF LIGHT INDUSTRIAL BUILDING

## Site Plan Sketch



## Key

Property Line
Chain Link Fence
Solid Fence
Entry
Exit
Auto; Parking
Sign

Stop Sign
Traffic Light
Wooded Area
Shade Tree
Evergreen
Play. Equipment

## Comments

**Site**
**CD**
**Howard County**

## Physical Site Assessment

**Building Description:**

New leased light industrial warehouse space; masonry and steel; less than one year old.

**Lot Size/FAR:**

M-1 (Light Industrial) (Howard County) (96,200 SF lot size)
17,600 SF ÷ 96,200 SF = 0.18

**Site Description:**

Located in a portion of a shell warehouse, this center demonstrates the feasibility of combining childcare with other business uses in a commercial low-density "campus" setting. The large open interior space has natural light from windows on the front and side of the space. Direct access from the parking provide convenience for both staff and parents. A portion of the truck loading area is converted to a fenced, play area.

## Comments

A greater buffer distance between the play area and the outdoor play area would be desirable.
Parking for child drop-off and pick-up is very simple and direct.

## Physical Site Assessment

| | |
|---|---|
| Parking and Traffic Circulation | Ample parking spaces are provided directly in front of this center. The pedestrian access is simple and direct from the parking curb into the front door. The play space is accessed directly from the rear of the space. |
| Outdoor Play Area | The outdoor play space is provided in a landscaped and fenced space at the rear of the warehouse in an area typically for truck loading. It is directly attached to the center and is continuously fenced for security. It does not have any specific fence design to prevent vehicles from hitting the fenced area. |
| Landscaping/ Screening | The industrial park has ample landscape and tree planting requirement which will provide a pleasant visual environment for the children. However, in this type of industrial zone, it is very important that attention be paid to providing a landscaped play area to buffer the children from the surrounding visual environment. |
| Fire Safety | There is a complete sprinler system throughout the space and it is separated from the adjacent tenant with a full fire wall. |
| Air Quality | The overall air quality in this light industrial zone is of equal quality to that of the adjacent residential zones. It is, however, important to review the surrounding uses to rule out any potential problem with the generation of hazardous fumes. Also, it was observed that while there is no problem with adjacent trucks producing fumes while loading, there is a potential problem with vehicle fumes. A greater distance from the loading area to the outdoor play area would have been desirable. |

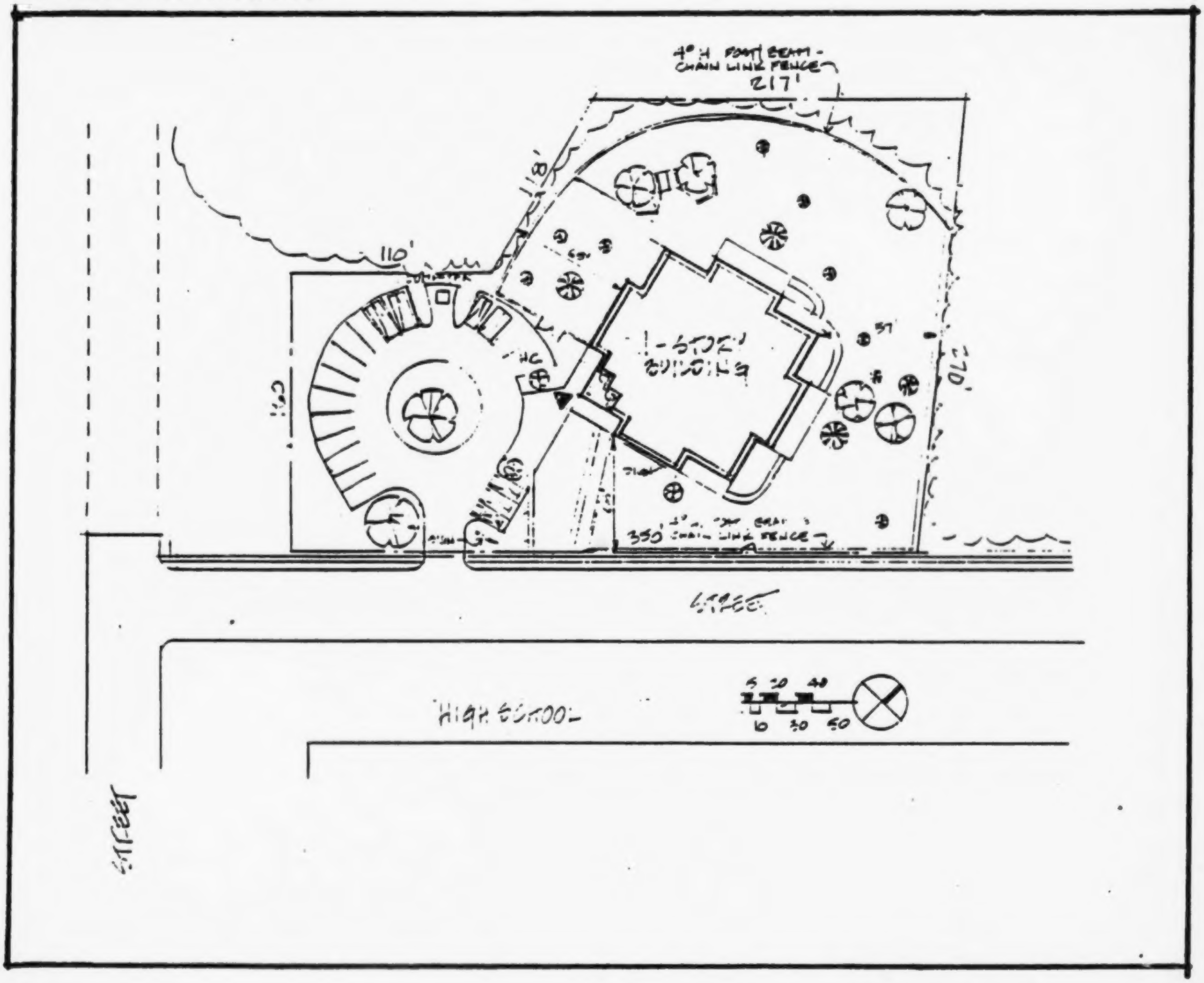
## Ratings of Physical Assessment Criteria

| | LOW → HIGH | | | | | |
|---|---|---|---|---|---|---|
| | 0 | 1 | 2 | 3 | 4 | 5 |
| TRAFFIC CIRCULATION | | | | | | ● |
| PARKING | | | | | | ● |
| DISTANCE FROM PARKING TO CENTER | | | | | | ● |
| PEDESTRIAN ACCESS/SEPARATION | | | | | | ● |
| NATURAL LIGHT AND OUTDOOR VIEWS | | | | | ● | |
| ENTRANCE/EXIT ACCESSIBILITY | | | | | ● | |
| CONTROL OF ENTRY/EXIT | | | | | ● | |
| SURVEILLANCE | | | | | ● | |
| PICK UP/DELIVERY LOCATION | | | | | | ● |
| PLAY AREA LOCATION | | | | | ● | |
| PLAY AREA SPACES | | | | ● | | |
| PLAY AREA BUFFER/ENCLOSURE. | | | | ● | | |
| SECURITY OF PLAY AREA | | | | | ● | |
| LANDSCAPING/SAFETY | | | ● | | | |
| LANDSCAPING/AESTHETIC | | | ● | | | |
| OUTDOOR LIGHTING/AESTHETIC | ● | | | | | |
| OUTDOOR LIGHTING/SAFETY | ● | | | | | |
| LOT SIZE/PLAY AREA SIZE | | | | | ● | |
| ADDED TRAFFIC | | | | | | ● |
| BUFFERS/VISUAL SCREENING | | | | ● | | |
| ACCESSIBILITY OF EMERGENCY EQUIP. | | | | | | ● |
| EASE OF EMERGENCY EGRESS | | | | | | ● |

0= Not Applicable
1= Inadequate
2= Poor
3= Adequate
4= Good
5= Outstanding

# 136 CHILDREN / FREESTANDING CENTER ON INDIVIDUAL COMMERICAL LOT

## Site Plan Sketch



## Key

- Property Line
- Chain Link Fence
- Solid Fence
- Entry
- Exit
- Auto; Parking
- Sign
- Stop Sign
- Traffic Light
- Wooded Area
- Shade Tree
- Evergreen
- Play. Equipment

## Comments

## Physical Site Assessment

**Building Description:**

One story brick/wood frame building.
Building is fairly new - one-five years

**Lot Size/FAR:**

Commercial (Montgomery County) 175,000 SF
9409/75,000 SF = .01

**Site Description:**

Germantown Day Care Center is located at the corner of Crystal Rock Road and Wisteria Road. Wisteria Road dead ends at Crystal Rock so there is open space and woods to the sides and back of the site. The site is very private because of the surroundings. The setting provides a natural boundary to the back of the site. At the back of the site there is the play area. The unique feature here is that each age group has their own play area and equipment. The play area is well shaded and protected from distractions. There is a high school across the street from the center. This would be advantageous for child development programs at the high school. The center has a circular drive with parking on the outer edges. This allows parents to drop the children off or park and walk the children to the center. There is a post and wood beam fence with a chain link fence inside surrounding the play area. The combination fence allows the children to see out but they cannot get out. The interior was very open yet each age group had its own area.

## Comments

The visit to the site was a pleasure. The site was exceptionally laid out for the various age groups to play. The site is well buffered from distractions.

## Physical Site Assessment

| | |
|---|---|
| Parking and Traffic Circulation | There is plenty of parking on the site. If there is any excess, cars can park on the street in front of the center. There is a circular drive so parents can drop-off and pick-up their children with ease. |
| Outdoor Play Area | The outdoor play is very good. There is an area for each age group. Each age group has their own play equipment. and grass area. There is a combination wood-chain link fence surrounding the play area. |
| Landscaping/ Screening | The site is very well buffered from screening noise. There is one area that faces the road that could be improved with landscaping. There are plenty of shade trees. |
| Fire Safety | Emergency vehicles have direct access to the center. There are four exits directly accessible to the outside. |
| Air Quality | The air quality is very good. There are no sources of outdoor air pollutants in the vicinity. |

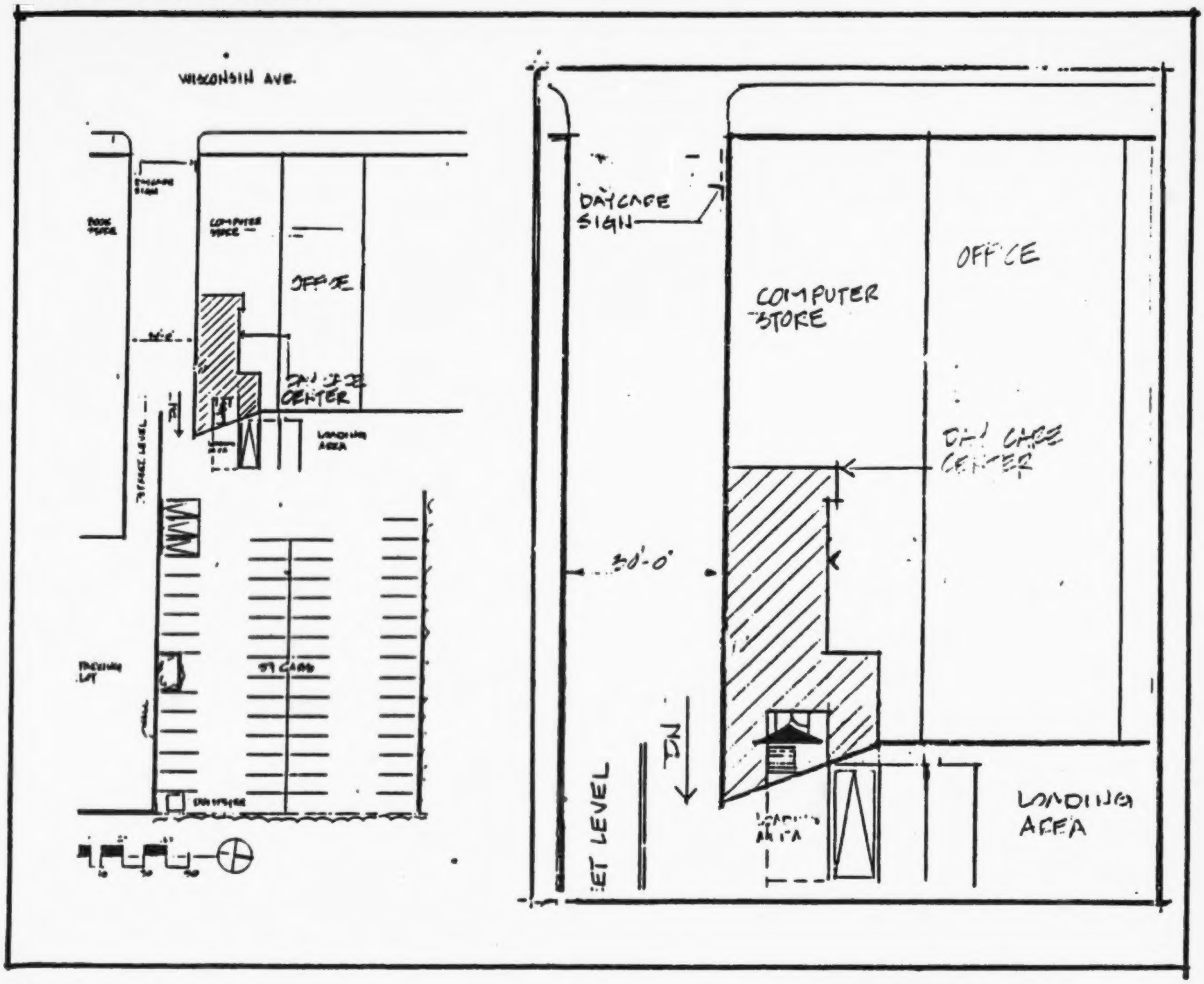
## Ratings of Physical Assessment Criteria

| | LOW → | | | | | HIGH |
|---|---|---|---|---|---|---|
| | 0 | 1 | 2 | 3 | 4 | 5 |
| TRAFFIC CIRCULATION | | | | | | ● |
| PARKING | | | | | | ● |
| DISTANCE FROM PARKING TO CENTER | | | | | | ● |
| PEDESTRIAN ACCESS/SEPARATION | | | | | | ● |
| NATURAL LIGHT AND OUTDOOR VIEWS | | | | | | ● |
| ENTRANCE/EXIT ACCESSIBILITY | | | | | | ● |
| CONTROL OF ENTRY/EXIT | | | | | ● | |
| SURVEILLANCE | | | | | ● | |
| PICK UP/DELIVERY LOCATION | | | | | ● | |
| PLAY AREA LOCATION | | | | | | ● |
| PLAY AREA SPACES | | | | | | ● |
| PLAY AREA BUFFER/ENCLOSURE. | | | | | | ● |
| SECURITY OF PLAY AREA | | | | | ● | |
| LANDSCAPING/SAFETY | | | | | ● | |
| LANDSCAPING/AESTHETIC | | | | | ● | |
| OUTDOOR LIGHTING/AESTHETIC | | | | ● | | |
| OUTDOOR LIGHTING/SAFETY | | | | ● | | |
| LOT SIZE/PLAY AREA SIZE | | | | | | ● |
| ADDED TRAFFIC | | | | | | ● |
| BUFFERS/VISUAL SCREENING | | | | | | ● |
| ACCESSIBILITY OF EMERGENCY EQUIP. | | | | | | ● |
| EASE OF EMERGENCY EGRESS | | | | | | ● |

0= Not Applicable
1= Inadequate
2= Poor
3= Adequate
4= Good
5= Outstanding

# 15 CHILDREN / INTEGRAL CENTER IN RETAIL BUILDING

## Site Plan Sketch



## Key

- Property Line
- Chain Link Fence
- Solid Fence
- Entry
- Exit
- Autos Parking
- Sign
- Stop Sign
- Traffic Light
- Wooded Area
- Shade Tree
- Evergreen
- Play Equipment

## Comments

## Physical Site Assessment

| | |
|---|---|
| **Building Description:** | Three story commercial building |
| **Lot Size/FAR:** | Commercial<br>1300/36000 = .04 |
| **Site Description:** | The Day Care Center is located in the back of a mostly commercial business building. The center is for babies who will eventually graduate to another program. There is one entrance/exit to the center due to the square footage. The one entrance/exit also serves as the loading dock for the computer store which is in the back of the building. (The computer store faces Wisconsin Ave. - the day care faces the back parking lot). This situation is unfortunate for the day care because the computer store has to bring deliveries through the front of the day care center. This is also unfortunate because the owner won't provide a separate opening for the computer store. Deliveries in Winter really cause a problem with covering babies. I think the situation can work out for both businesses involved. |

## Comments

The shared entrance to the center could be improved. Providing a separate entrance to the computer store would improve the entrance to the center.

The provision of a larger landscaped play area would improve this centter dramatically.

Site
**CF**
**Washington, D.C.**

## Physical Site Assessment

| | |
|---|---|
| Parking and Traffic Circulation | The center shares a parking lot with three or four businesses and each business has its own assigned parking spaces. There is a problem of people driving in and out of the parking lot because of the single lane access lane. |
| Outdoor Play Area | There is no outdoor play area on the site. There is a park two or three blocks away that the children are taken to for play time. |
| Landscaping/Screening | Since the center is located in a retail type building and site, there is very little landscaping. |
| Fire Safety | Emergency vehicles have to drive to the back of the building for access to the center. There is one exit to the outside. Once outside, there is a set of steps that takes the children to grade. |
| Air Quality | The center is below street and the only ventilation besides the HVAC sytem is the front door.<br>Wisconsin Avenue is a very heavily traveled road. Having the center's entrance in the back of the retail building is good. |

## Ratings of Physical Assessment Criteria

| | LOW → | | | | → HIGH |
|---|---|---|---|---|---|
| | 0 | 1 | 2 | 3 | 4 | 5 |
| TRAFFIC CIRCULATION | | | ● | | | |
| PARKING | | | | ● | | |
| DISTANCE FROM PARKING TO CENTER | | | | | ● | |
| PEDESTRIAN ACCESS/SEPARATION | | | ● | | | |
| NATURAL LIGHT AND OUTDOOR VIEWS | | ● | | | | |
| ENTRANCE/EXIT ACCESSIBILITY | | | | ● | | |
| CONTROL OF ENTRY/EXIT | | | | ● | | |
| SURVEILLANCE | | | | | ● | |
| PICK UP/DELIVERY LOCATION | | ● | | | | |
| PLAY AREA LOCATION | | ● | | | | |
| PLAY AREA SPACES | | ● | | | | |
| PLAY AREA BUFFER/ENCLOSURE | | ● | | | | |
| SECURITY OF PLAY AREA | | ● | | | | |
| LANDSCAPING/SAFETY | | ● | | | | |
| LANDSCAPING/AESTHETIC | | ● | | | | |
| OUTDOOR LIGHTING/AESTHETIC | ● | | | | | |
| OUTDOOR LIGHTING/SAFETY | ● | | | | | |
| LOT SIZE/PLAY AREA SIZE | | ● | | | | |
| ADDED TRAFFIC | | | | | ● | |
| BUFFERS/VISUAL SCREENING | | ● | | | | |
| ACCESSIBILITY OF EMERGENCY EQUIP. | | | | ● | | |
| EASE OF EMERGENCY EGRESS | | | | ● | | |

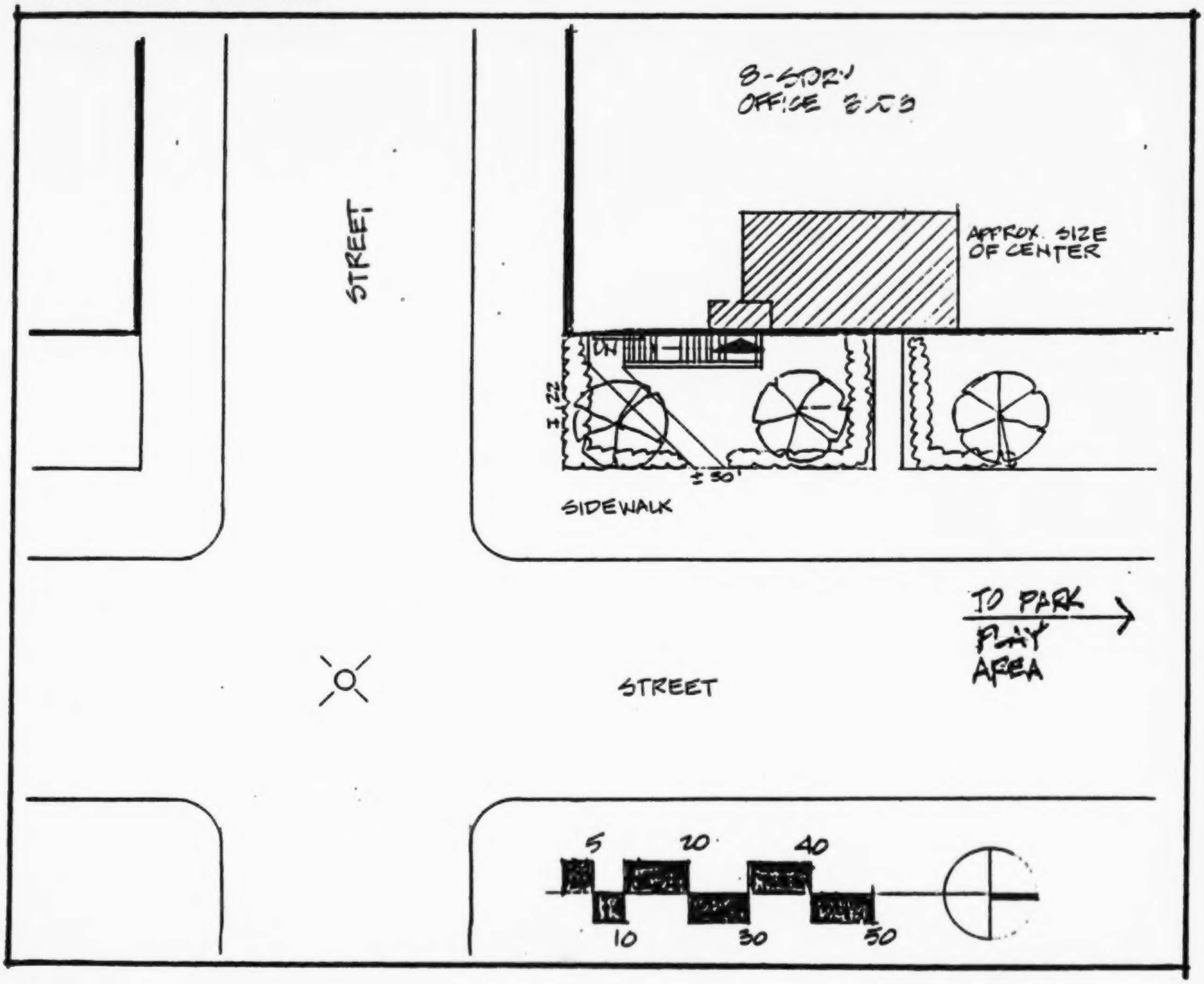
0= Not Applicable
1= Inadequate
2= Poor
3= Adequate
4= Good
5= Outstanding

Site Planning Criteria for Child Day Care Facilities
in Commercial Areas

Site
**CH**
**Washington, D.C.**

# 20 CHILDREN / INTEGRAL CENTER IN MIXED USE BUILDING

## Site Plan Sketch



## Key

Property Line
Chain Link Fence
Solid Fence
Entry
Exit
Auto; Parking
Sign
Stop Sign
Traffic Light
Wooded Area
Shade Tree
Evergreen
Play Equipment

## Comments

**Site**
**CH**
**Washington, D.C.**

## Physical Site Assessment

**Building Description:** Eight Story Office Building

**Lot Size/FAR:** Commercial Office 150 feet x 150 feet = 22,500 (estimated)
In large eight story building ; FAR = 2.5 (estimated)

**Site Description:**

The center is located in the basement level of a eight story office building on the corner of 16th. and K Street. The entry to the Centr is not visible but there is a red sign on the side of the building in 2'-3' high letters locating the "Child's Play" Center. There is a grass area between the sidewalk and steps leading down to the entry.

Information concerning the Center was not avialable at the time of the site visit because the Center was closed.

## Comments

A designated parking area for the drop-off/pick-up of children would be an improvement. Parents must now park on the street at least a half block away and must cross K Street and G Street.

Site Planning Criteria for Child Day Care Facilities in Commercial Areas

Site
**CH**
**Washington, D.C.**

## Physical Site Assessment

| | |
|---|---|
| Parking and Traffic Circulation | There is mostly meter parking in the vicinity of the center. There is one-two hour parking one block away from the center. Holding up traffic during rush hour could be a problem. |
| Outdoor Play Area | There is a grass area outside the front of the center but it is probably not used as play area. The nearest park is two blocks away to the South. |
| Landscaping/ Screening | The existing trees and shrubs create a nice environment despite the setting. |
| Fire Safety | Emergency vehicles must park on street and must enter the center by going down steps to the entrance. There was only one noticable exit out of the space. Once out of the space the children must go up the front steps. |
| Air Quality | The center is located in the basement of the office building. Hopefully with proper ventilation. The street is 30-40 feet away from the entry to the center. |

# Ratings of Physical Assessment Criteria

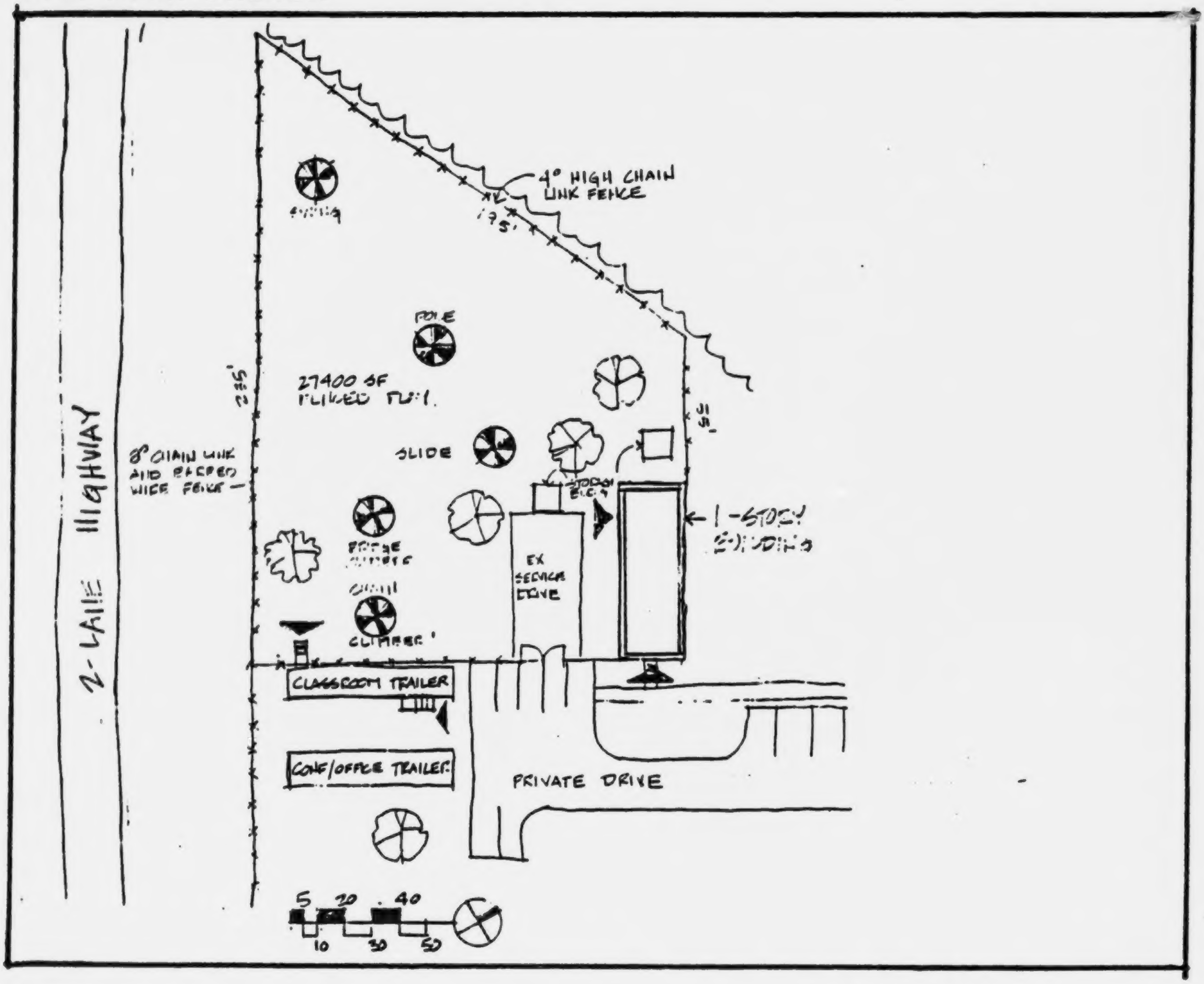
| | LOW → HIGH | | | | | |
|---|---|---|---|---|---|---|
| | 0 | 1 | 2 | 3 | 4 | 5 |
| TRAFFIC CIRCULATION | | | ● | | | |
| PARKING | | ● | | | | |
| DISTANCE FROM PARKING TO CENTER | | ● | | | | |
| PEDESTRIAN ACCESS/SEPARATION | | | ● | | | |
| NATURAL LIGHT AND OUTDOOR VIEWS | | ● | | | | |
| ENTRANCE/EXIT ACCESSIBILITY | | | ● | | | |
| CONTROL OF ENTRY/EXIT | | | | | ● | |
| SURVEILLANCE | | | | | ● | |
| PICK UP/DELIVERY LOCATION | | ● | | | | |
| PLAY AREA LOCATION | | ● | | | | |
| PLAY AREA SPACES | | ● | | | | |
| PLAY AREA BUFFER/ENCLOSURE | | ● | | | | |
| SECURITY OF PLAY AREA | | ● | | | | |
| LANDSCAPING/SAFETY | | ● | | | | |
| LANDSCAPING/AESTHETIC | | ● | | | | |
| OUTDOOR LIGHTING/AESTHETIC | | ● | | | | |
| OUTDOOR LIGHTING/SAFETY | | ● | | | | |
| LOT SIZE/PLAY AREA SIZE | | ● | | | | |
| ADDED TRAFFIC | | | | | ● | |
| BUFFERS/VISUAL SCREENING | | ● | | | | |
| ACCESSIBILITY OF EMERGENCY EQUIP. | | | | | ● | |
| EASE OF EMERGENCY EGRESS | | | | | ● | |

0= Not Applicable
1= Inadequate
2= Poor
3= Adequate
4= Good
5= Outstanding

Site
**CI**
**Prince Georges County**

# 45 CHILDREN / FREESTANDING CENTER ON INSTITUTIONAL CAMPUS

## Site Plan Sketch



## Key

—··—··— Property Line
—×—×— Chain Link Fence
▬▬▬ Solid Fence
▲ Entry
△ Exit
⊠ Autos Parking
↑ Sign

○ Stop Sign
✳ Traffic Light
﹏ Wooded Area
⊛ Shade Tree
✹ Evergreen
✱ Play Equipment

## Comments

## Physical Site Assessment

| | |
|---|---|
| Building Description: | Converted one-story brick building with two exits and two trailers - one used as classroom; one used for conference/office. |
| Lot Size/FAR: | Commercial (Prince Georges County) (28900 SF lot size)<br>2695/28900 = .10 |
| Site Description: | Located in one-story brick building and trailer classroom. The fenced grass play area bordered on one side with wooded area makes a comfortable, shaded play area. There is plenty of space for a variety of activities for the children. The children have direct access to play area from day care center and trailer. There is a suggestion that the existing service drive be removed and covered with sand. |

## Comments

The site was located in a campus setting which made it difficult to find. Signs to the center would have helped. The classroom spaces were in two different buildings so the children were not together.

## Physical Site Assessment

| | |
|---|---|
| Parking and Traffic Circulation | There is sufficient parking on the site. The center is located on a dead end street in a campus-type setting. There is no circular turnaround which would improve the drop-off and pick-up of children. |
| Outdoor Play Area | The center has direct access to the play area from the building. The play area is surrounded by a chain link fence and has a wooded area buffering one side. The play area is a very good size. |
| Landscaping/ Screening | The play area has a wooded area on one side. There is one side of the play area that could be improved with a combination of trees and bushes. The center is 75 feet away for the nearest building. |
| Fire Safety | Emergency vehicles have direct access to the center. There are two exits directly accessible to the outside. Signs identifying where the center is located will make emergency vehicle access easier.. |
| Air Quality | There are no air sources of outside air pollutants in the vicinity. |

## Ratings of Physical Assessment Criteria

| | LOW → | | | | | HIGH |
|---|---|---|---|---|---|---|
| | 0 | 1 | 2 | 3 | 4 | 5 |
| TRAFFIC CIRCULATION | | | | ● | | |
| PARKING | | | | ● | | |
| DISTANCE FROM PARKING TO CENTER | | | | | ● | |
| PEDESTRIAN ACCESS/SEPARATION | | | | ● | | |
| NATURAL LIGHT AND OUTDOOR VIEWS | | | | ● | | |
| ENTRANCE/EXIT ACCESSIBILITY | | | | | ● | |
| CONTROL OF ENTRY/EXIT | | | | | ● | |
| SURVEILLANCE | | | | | ● | |
| PICK UP/DELIVERY LOCATION | | | | | ● | |
| PLAY AREA LOCATION | | | | | | ● |
| PLAY AREA SPACES | | | | | | ● |
| PLAY AREA BUFFER/ENCLOSURE. | | | | | | ● |
| SECURITY OF PLAY AREA | | | | | | ● |
| LANDSCAPING/SAFETY | | | | ● | | |
| LANDSCAPING/AESTHETIC | | ● | | | | |
| OUTDOOR LIGHTING/AESTHETIC | ● | | | | | |
| OUTDOOR LIGHTING/SAFETY | ● | | | | | |
| LOT SIZE/PLAY AREA SIZE | | | | | | ● |
| ADDED TRAFFIC | | | | | | ● |
| BUFFERS/VISUAL SCREENING | | | | ● | | |
| ACCESSIBILITY OF EMERGENCY EQUIP. | | | ● | | | |
| EASE OF EMERGENCY EGRESS | | | | | | ● |

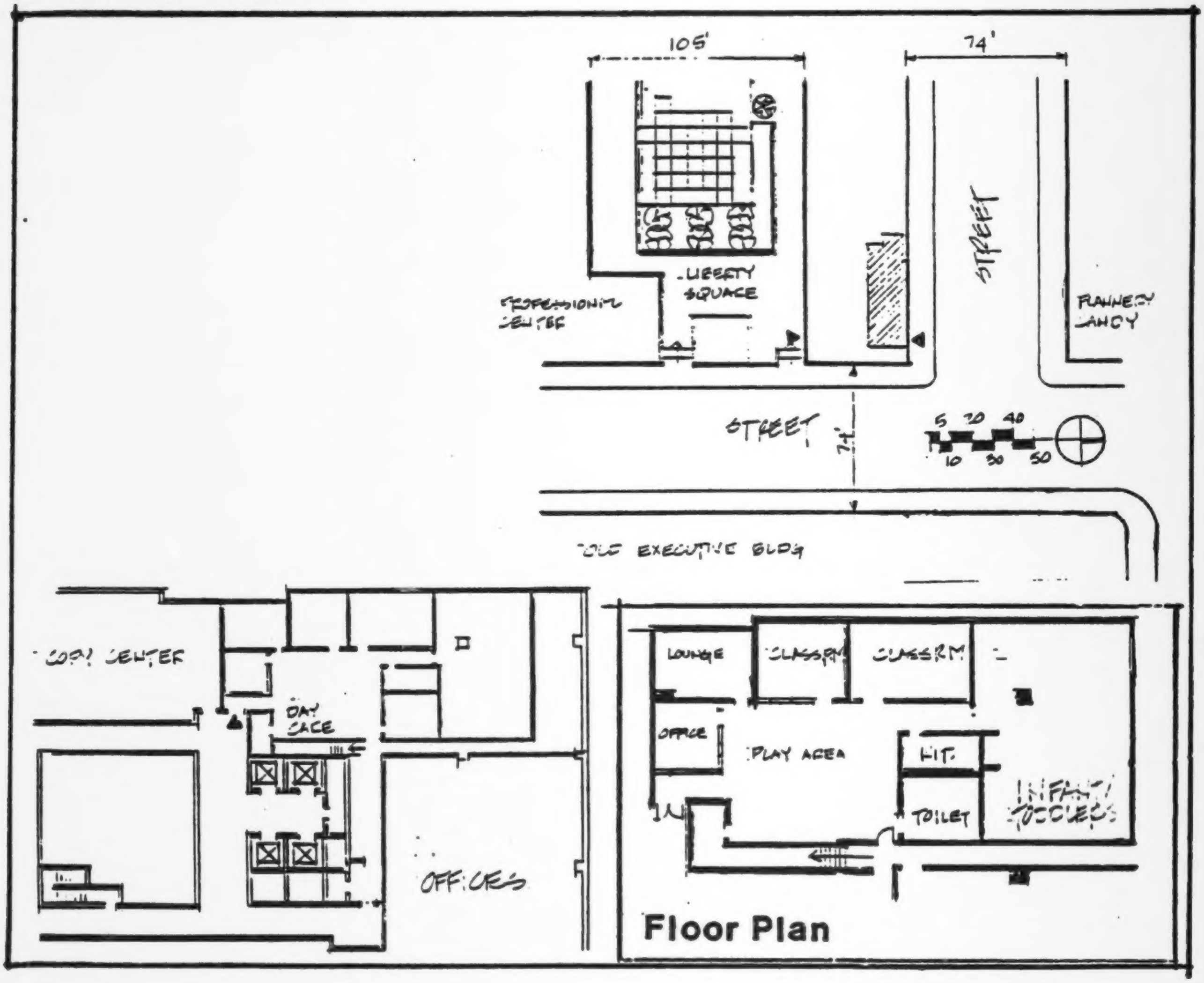
0= Not Applicable
1= Inadequate
2= Poor
3= Adequate
4= Good
5= Outstanding

Site Planning Criteria for Child Day Care Facilities
in Commercial Areas

Site
**CJ**
**Washington, D.C.**

# 56 CHILDREN / INTEGRAL CENTER IN HIGH RISE MIXED — USE BUILDING

## Site Plan Sketch



## Key

| | | | |
|---|---|---|---|
| —··—··— | Property Line | ○ | Stop Sign |
| —×—×— | Chain Link Fence | ✕ | Traffic Light |
| ▬▬▬ | Solid Fence | | Wooded Area |
| ▲ | Entry | | Shade Tree |
| △ | Exit | ✺ | Evergreen |
| ⊠ | Autos Parking | ✱ | Play. Equipment |
| ↑ | Sign | | |

## Comments

## Physical Site Assessment

| | |
|---|---|
| **Building Description:** | Day Care is located in basement of office building |
| **Lot Size/FAR:** | Commercial/Four Acres<br>1000/24000 = .04 |
| **Site Description:** | The Small Savers Center is located in the basement of an eight story office building. Access to the center is achieved by walking through the lobby to the elevator and down. Once in the basement turn right out of the elevator area and the centers front door is to the right straight ahead. There is a column right in front of the door. There is a copy center and mail room next door to the center and around the corner is the Federal Home Bank Loan Board's Law Library. The center has two available exits out of the basement. One exit is directly in the main play area and the other is located in the hallway and around the corner from the center. There are skylights located above one of the classrooms that provides light in from the outside (the skylights are located a couple feet above sidewalk level). There were signs on them that siad not to put things on them or sit, stand. To the South of the office building foyer there is a liberty square, a courtyard with benches and a water fountain. The center has access to the courtyard and to park two blocks away. There is no play equipment in the park but the center hopes to get play equipment put into the park. The center has accessibility to the first floor merchants for different learning programs. The space was divided up into rooms with glass in the front walls for each age group. The infants had the larger area that included a separate crawl area for the babies. |

## Comments

The signage to the center could be improved. There is a security desk to the office complex that helps visitors find the center. A sign on the door to the center would be helpful.

## Physical Site Assessment

| | |
|---|---|
| Parking and Traffic Circulation | The parents must park on the street to drop-off and pick-up their children. There is no designated area for discharging children which could hold up traffic. |
| Outdoor Play Area | There is no direct play area to the center. The closest park is two blocks to the South of the center. The center is requesting play equipment for the children at the park. |
| Landscaping/ Screening | Not applicable. |
| Fire Safety | Emergency vehicles must park on the street for access to the center. The center is located on the basement level of the office building. There are two exits to the lobby level. One exit has direct access up to the lobby. The other exit is fifty feet from the entrance to the center. The space has a sprinkler system. |
| Air Quality | The center is located in the basement of the office building with proper ventilation. The street is heavily traveled: There are no real air quality problems. |

## Ratings of Physical Assessment Criteria

LOW → HIGH

| | 0 | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|---|
| TRAFFIC CIRCULATION | | | ● | | | |
| PARKING | | | ● | | | |
| DISTANCE FROM PARKING TO CENTER | | | | ● | | |
| PEDESTRIAN ACCESS/SEPARATION | | | | ● | | |
| NATURAL LIGHT AND OUTDOOR VIEWS | | ● | | | | |
| ENTRANCE/EXIT ACCESSIBILITY | | | ● | | | |
| CONTROL OF ENTRY/EXIT | | | | ● | | |
| SURVEILLANCE | | | | ● | | |
| PICK UP/DELIVERY LOCATION | | ● | | | | |
| PLAY AREA LOCATION | | ● | | | | |
| PLAY AREA SPACES | | ● | | | | |
| PLAY AREA BUFFER/ENCLOSURE. | | ● | | | | |
| SECURITY OF PLAY AREA | | ● | | | | |
| LANDSCAPING/SAFETY | ● | | | | | |
| LANDSCAPING/AESTHETIC | ● | | | | | |
| OUTDOOR LIGHTING/AESTHETIC | ● | | | | | |
| OUTDOOR LIGHTING/SAFETY | ● | | | | | |
| LOT SIZE/PLAY AREA SIZE | | ● | | | | |
| ADDED TRAFFIC | | | | | | ● |
| BUFFERS/VISUAL SCREENING | ● | | | | | |
| ACCESSIBILITY OF EMERGENCY EQUIP. | | | | ● | | |
| EASE OF EMERGENCY EGRESS | | | ● | | | |

0= Not Applicable
1= Inadequate
2= Poor
3= Adequate
4= Good
5= Outstanding

Site Planning Criteria for Child Day Care Facilities in
Commercial Areas

# SITE PLANNING CRITERIA vs. CENTER TYPOLOGY

0= Not Applicable
1= Inadequate
2= Poor
3= Adequate
4= Good
5= Outstanding

| Type of Center | OFFICE PARK | OFFICE BUILDING CONVERTED | MULTI-USE BUILDING | DOWNTOWN OFFICE BUILDING | LIGHT INDUSTRIAL ZONE | SHOPPING CENTER | FEDERAL AGENCY | FEDERAL AGENCY | CONVERTED RESIDENCE | FREESTANDING |
|---|---|---|---|---|---|---|---|---|---|---|
| **Criterion** | CB | CF | CG | CH | CD | CA | CI | CJ | CC | CE |
| TRAFFIC CIRCULATION | 5 | 2 | 3 | 2 | 5 | 3 | 3 | 2 | 2 | 5 |
| PARKING | 5 | 3 | 3 | 1 | 5 | 3 | 3 | 2 | 2 | 5 |
| DISTANCE FROM PARKING TO CENTER | 5 | 4 | 5 | 1 | 5 | 2 | 4 | 3 | 4 | 5 |
| PEDESTRIAN ACCESS/SEPARATION | 3 | 2 | 5 | 2 | 5 | 2 | 3 | 3 | 5 | 5 |
| NATURAL LIGHT AND OUTDOOR VIEWS | 4 | 1 | 5 | 1 | 4 | 3 | 3 | 1 | 5 | 5 |
| ENTRANCE/EXIT ACCESSIBILITY | 4 | 3 | 4 | 2 | 4 | 3 | 4 | 2 | 3 | 5 |
| CONTROL OF ENTRY/EXIT | 4 | 1 | 4 | 4 | 4 | 4 | 4 | 3 | 5 | 4 |
| SURVEILLANCE | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 5 | 4 |
| PICK UP/DELIVERY LOCATION | 3 | 1 | 5 | 1 | 5 | 1 | 4 | 1 | 1 | 4 |
| PLAY AREA LOCATION | 1 | 1 | 5 | 1 | 4 | 4 | 5 | 1 | 5 | 5 |
| PLAY AREA SPACES | 3 | 1 | 4 | 1 | 3 | 3 | 5 | 1 | 5 | 5 |
| PLAY AREA BUFFER/ENCLOSURE. | 2 | 1 | 3 | 1 | 3 | 3 | 5 | 1 | 4 | 5 |
| SECURITY OF PLAY AREA | 2 | 1 | 4 | 1 | 4 | 2 | 5 | 1 | 3 | 4 |
| LANDSCAPING SAFETY | 2 | 1 | 4 | 1 | 2 | 2 | 3 | 0 | 3 | 4 |
| LANDSCAPING AESTHETIC | 2 | 1 | 4 | 1 | 2 | 2 | 1 | 0 | 3 | 4 |
| OUTDOOR LIGHTING-AESTHETIC | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 3 | 3 |
| OUTDOOR LIGHTING-SAFETY | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 3 | 3 |
| LOT SIZE/PLAY AREA SIZE | 3 | 1 | 4 | 1 | 4 | 3 | 5 | 1 | 3 | 5 |
| ADDED TRAFFIC | 5 | 4 | 3 | 4 | 5 | 5 | 5 | 5 | 5 | 5 |
| BUFFERS/VISUAL SCREENING | 3 | 3 | 1 | 3 | 1 | 3 | 3 | 0 | 2 | 5 |
| ACCESSIBILITY OF EMERGENCY EQUIP. | 4 | 3 | 5 | 4 | 5 | 5 | 2 | 3 | 4 | 5 |
| EASE OF EMERGENCY EGRESS | 4 | 3 | 5 | 4 | 5 | 5 | 5 | 2 | 4 | 5 |

## SECTION IV

## SITE PLANNING STANDARDS AND GUIDELINES

*In most commercial zones, the development of child care centers is permitted by right. A special exception or site plan review is required in only a small percentage of the cases. Based upon the visual analysis of each site and the rating of various site plan criterion, the consultant has proposed a series of guidelines to be used by planners, operators, and developers in designing high quality child care center environments.*

### ZONING AND DEVELOPMENT REVIEW

In order to understand the applicability of site planning standards, it is necessary to have a cursory knowledge of the zoning and development review process in Montgomery County. Child care centers are uses permitted by right in most commercial and industrial zones by the Montgomery County Zoning Ordinance. Only the C-4, I-2, TSR, and TSM zones require special exceptions for child care centers (see Table 27).

Site plan review is required for new development in certain zones; if a child care center is being retrofitted, it is not subject to site plan review. The 59-D-3 review process is applicable in only a few limited cases, including new development in the C-T (Commercial Transition), O-M (Office Building Moderate Intensity), I-3 (Industrial Park), Town Sector, TS-R (Transit Station-Residential), and TS-M (Transit Station-Mixed Uses) Zones. Site plan review under 59-D-3 is also necessary when the optional method is selected for development in the C-4 (Limited Commercial), I-4 (Low Intensity, Light Industrial), and CBD (Central Business District) Zones. The PD (Planned Development) and MXPD (Mixed Planned Development) Zones have their own specialized site review processes.

Under current Montgomery County law, there is no required site plan review procedure for establishing child care centers in most cases. Since the review of minimum standards is undertaken through the regulatory process, no additional standards are recommended or suggested as part of this study. The emphasis in this study is on minimum site planning guidelines which provide direction or guidelines in developing site plans or selecting properties for future child care facilities.

### Submission Requirements

The consultants do not recommend expansion of the review authority to cover any circumstances not currently requiring site plan review. Neither the requirements for site plan submission under the special exception process, nor those of 59-D-3, require information specifically related to the analysis of child care centers. The consultants suggest that the submission requirements for special exceptions and 59-D-3 review for child care centers be modified to possibly include:

- A site plan which includes elements such as topography, building location, landscaping and vegetation, parking, and play spaces;
- A preliminary plan of the child care facility illustrating the layout of the spaces and the locations of the entrances and exits;
- A plan of the outdoor play area showing the location of equipment, fences and other barriers, pathways, natural features, and ground cover materials;
- A vehicular circulation plan which indicates all paved driving areas, direction of movement of vehicles, parking spaces, pickup and delivery zones, and entrances and exits from the site;
- A pedestrian circulation plan showing all pedestrian walks and lighting locations from the parking and pickup and delivery zone to the center, and from the center to all outdoor facilities and play areas; and
- Building code and fire marshall comments, if available.

## SITE PLANNING GUIDELINES

Site plan guidelines represent sound planning practices derived from the visual analyses and surveys of operators and developers of child care centers in commercial settings. Guidelines are not meant to serve as minimum standards; however, they do represent elements of design desirable in a child care center. In many cases, the site plan guidelines can be utilized by prospective operators as site selection criteria in identifying sites that would make suitable locations for child care facilities.

### Parking

The minimum parking requirements should be those of the applicable zone, except for freestanding facilities. Such facilities should have, as a minimum, either the highest number of parking spaces required in the zone or one space for each staff person plus one space for each ten licensed capacity slots.

This requirement is restricted to freestanding centers since parking demand for child care is generally equal to, or less than, the parking demand for office or commercial uses. For example, 6,000 square feet of office space would yield approximately twenty-seven office workers. A similar size child care facility of eighty children and a staffing ratio of five to one would yield a staff requirement of approximately sixteen plus the director, for a total of seventeen. With parking for parents required at a rate of one to ten, an additional eight spaces would be needed, for a total of twenty-five. Child care center parking appears to be no greater than that needed for office uses.

### Designated Zone for Pickup and Delivery of Children

In order to provide adequately and safely for the pickup and delivery of children at child care centers, it is suggested that, at a minimum, a zone be designated for this purpose at each child care center. Space in the zone should be sufficient to permit one pickup/delivery space for each twenty licensed slots. Required parking should be counted toward meeting this requirement if the pickup/delivery space can be accessed from the child care center without crossing any driveways or streets.

The visual analysis, and the responses from operators and developers, indicates that the need for a pickup/delivery zone is perhaps the one key element unique to child care centers. Previous findings indicate that child care center pickups and deliveries are spread over a substantial period of time in both the morning and the afternoon. A standard of one space per twenty children is minimal based on analyses presented in other reports in this series. An eighty-child center of 6,000 square feet would require only four pickup and delivery spaces under this requirement. The designated zone must be carefully designed so that it does not conflict with vehicular circulation and does not cause a "stacking" problem of cars waiting to enter the zone.

### Traffic Circulation

Traffic circulation on site should be in a one way direction. This guideline applies to both freestanding facilities and those located on large, campus type sites such as office parks or shopping centers. The possibility of being struck by a car upon entering or leaving the child care center is perhaps the greatest safety hazard addressed by site plan criteria. One-direction circulation substantially reduces this safety hazard.

### Parking

A minimum parking requirement of one space for each staff person plus one space for every ten licensed slots is suggested as a guideline. In most child care centers, the pickup and delivery of children are spread over a substantial period of time, in both the morning and the afternoon, so that peak hour parking requirements are not as great as they are for other facilities, such as nursery schools. This guideline is supported principally by the traffic analysis conducted as part of the first study in this series, "The Impact of Small Group Day Care Centers in Residential Zones".

### Pedestrian Access and Separation

Pedestrians should have clearly marked, sufficiently wide, well lighted, dedicated walkways between the pickup/delivery area and the center and between the child care center and the outdoor play area. In cases where it is necessary to traverse driveways or roadways in order to access the center, clearly designated pedestrian walkways should be provided.

### Natural Light and Outdoor Views

Every child care center should have a direct source of natural light. Whenever possible, the outdoor play space should be able to be viewed directly from the interior of the child care center. To the maximum extent possible, windows at a height permitting children to see out should be provided.

### Entrance/Exit Accessibility

The entrances/exits of the day care center should be visible from the pickup/delivery zone, and parents and children should be able to access the day care center without traversing space dedicated to other uses. For example, it would be desirable in the shopping center setting to have direct access to the child care center without walking through significant portions of the mall. Similarly, in an office building setting, direct access to the center through a separate dedicated entrance, rather than through the lobby, would be preferable. In all cases, two entrances/ exits should be provided.

### Control of Entry/Exit

The center staff should control the entry and exit to the child care center to prevent unauthorized access to the portion of the day care center housing the children without being physically admitted by a staff member. In some cases, an entry vestibule could be devised allowing one to enter the center itself without entering the children's classroom area. Similarly, persons leaving the center should come under the direct control of the staff member, possibly through the use of an electronic locking/unlocking device.

### Noise

Many commercial or business environments are very sensitive to noise. This is especially true in office environments and, to a lesser extent, in shopping centers. Potential noise problems should be identified during the design of the center and noise attenuation and sound dampening should be provided. For example, the tenants both above and below a child care center may be particularly susceptible to noise created by children.

## Pickup/Delivery Location

The location of the pickup/delivery zone should be as close to the entrance to the child care center as reasonably possible. It is desirable to have the entrance to the center directly visible from the pickup/delivery zone. In cases where this is not possible, such as when a child care center is located within a shopping mall or is reached through the main entrance of an office building, the pickup/delivery location should be as close as possible to the main entrance to the building. If a child care center is located within an office building, it may be reasonable to provide a pickup/delivery zone within the parking garage near the entrance to the elevator/stairway. The zone should not be so located as to require the crossing of driveways or streets to reach the center.

## Play Area Location

The outdoor play area should be located in direct proximity to the child care center whenever possible. It is most desirable to have the play area directly adjacent to the center and accessible through the center itself. Remote play area locations should be utilized only when no alternatives exist, and only under the condition that direct safe, dedicated, pedestrian access is provided.

## Play Area Spaces

Ideally, each outdoor play area should have three types of spaces: an equipment space, a shaded/grassy space, and a hard surface. These three types of spaces provide substantial variety in the types of play permitted. The spaces should be located in proximity, so that in all cases children can be supervised adequately by staff. A well designed play area, with diverse and interesting play spaces in close proximity to the center, need not be exceptionally large. The standards imposed by the licensing process appear to be adequate.

## Play Area Buffer/Enclosure

To the maximum extent possible, the play area should be buffered from adjacent uses. The adjacent uses may be businesses or, in the case of freestanding facilities, neighboring residential properties. Buffering provides not only an aesthetic benefit, but also aids in noise reduction and security. In the case of the shopping center analyzed as a part of this study, the buffering of the play space, from both a noise and a visibility viewpoint, was important to the owner of the shopping center and the tenants located therein.

## Security of the Play Area

Play areas should be designed to keep the children in and keep strangers out. Since in many commercial settings there is substantial potential contact between children and members of the general public, security is a preeminent issue. In the ideal situation, the play area would be accessible solely through the child care center. In all cases, play areas should be fully enclosed with walls, fences or natural barriers which prevent even the most assertive child from leaving without assistance from day care center staff. While children are using the play area, it should be secured against the entry of unauthorized persons.

### Landscaping

Landscaping should be utilized in commercial settings to provide buffers and an esthetically pleasing environment. To the maximum extent feasible, evergreen plants should be utilized as buffers since, in most cases, the facilities will be utilized year-round and especially in the winter months. In no case should landscaping with poisonous or hazardous plants be utilized.

### Outdoor Lighting

All pedestrian pathways should be adequately lit for safety and security if utilized during non-daylight hours. This includes all entrance ways to the child care center and, in many cases, the pedestrian access from the child care center to the outdoor play space. The pickup/delivery zone should be well lit, as should the parking area. These transportation areas are, in fact, most intensely used in the early morning and late evening when lighting may be required.

## SUMMARY

The guidelines derived from the analysis of the ten child care centers in commercial areas are useful to operators and designers during the initial planning stages of child care centers. In most cases, they describe ideal situations which may or may not prevail. They represent sound planning practices which should be adhered to whenever possible. Secondarily, the guidelines, and the few minimum standards proposed, can be utilized by planners and other regulatory authorities in analyzing the quality of the design of specific child care centers under review. In Montgomery County, as in many other jurisdictions, most commercial and industrial zones permit the establishment of child care centers as a matter of right and provide few site plan review requirements. The consultants do not recommend that the regulatory processes be expanded in scope or detail to require additional or more comprehensive reviews.

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## SECTION V

## CAPITAL COSTS OF ESTABLISHING CHILD CARE CENTERS IN COMMERCIAL AREAS

*The costs of constructing or retrofitting commercial buildings for child care are dependent primarily on the physical characteristics and size of the child care facility. Larger facilities, those accommodating 100 or more children, have more substantial fire and safety code requirements than smaller or middle size centers. They are also more difficult to accommodate within the framework of existing or new buildings designed principally for other purposes.*

### CODE REQUIREMENTS

Examples of typical code requirements for a child care center in a commercial building are illustrated in Table 28. Most of the building and fire code items are related to fire suppression or fireproofing including fire rated walls, smoke detectors, illuminated emergency lighting, and specialized fire doors. Flooring and wall coverings also have to meet fire standards under the BOCA code. The mechanical and plumbing portions of the code require toilets, drinking fountains, and sinks, and adequate exhaust ventilation. For those projects meeting codes for handicapped individuals, ramps, wider doors and corridors, and bathroom and toilet accessibility are the primary complying factors.

### RETROFIT COSTS

Representative development costs for the retrofit of a 6,000-square-foot child care center in a typical commercial office building is approximately $90,000, exclusive of equipment and furnishings (see Table 31). The interior modifications include demolition, plumbing, heating, ventilation, air conditioning, electrical, partitions and doors, interior finishings, food preparation area, cabinets and other casework, additional corridor and egress doors, sprinkler modifications, and emergency systems. In a typical office building most or all of these costs would likely be required.

Exterior modifications include access walks, if required, additional exterior egress doors, a fenced area, tot lot equipment, and landscaping. The total cost of equipment and retrofit for a prototypical 6,000 square foot child care center is approximately $160,000, or $26.67 per square foot (see Table 29).

The actual cost of retrofitting an individual building varies substantially depending upon the site and center size. The survey of operators, building managers and developers of existing centers found that retrofit costs ranged from approximately $4,500 in one office building in downtown Washington to approximately $200,000 for a similarly located building located in downtown (see Table 30). The average cost of building renovation was approximately $33,033 ($8.27 per square foot) with fire code renovations adding another $21,593 ($5.40 per square foot) for a combined total of approximately $54,516 in hard costs or retrofit work.

Food service equipment added another $4,703, on the average, while indoor play equipment averaged $19,150 per center. Direct approval costs and professional services averaged $142 and $1,660 per center, respectively (see Table 31). Architect fees were $8440 on the average.

The most costly non-real estate items were indoor and outdoor play equipment. In terms of building materials, special entrances and exits, sprinklers, and fire-rated drywall were the most expensive items mentioned by respondents.

Typical retrofit costs for an existing office or commercial building probably ranged from approximately $20 to $25 per square foot in 1986. If an operator locates in a new office or commercial building, the developer frequently provides an allowance to cover some electrical, heating, ventilation, air conditioning, and drywall partition work. This allowance typically ranges from approximately $7 to $12 per square foot in the Washington area. Operators could reasonably expect to cover a portion of the cost of retrofitting a child care facility in a new office or commercial building through their allowances.

Both recommended specifications and approximate space requirements for a 6,000 square foot, 80 child care facility are noted below:

RECOMMENDED SPECIFICATIONS

6,000 Square Feet, 80 Child Facility
(Pre-school program for 2's, 3's, and 4's)

| RECOMMENDED SPACE REQUIREMENTS | Square Footage A/, B/ |
|---|---|
| Classrooms (5) | 3,500 |
| Multi-purpose Room | 1,340 |
| Directors Office | 130 |
| Conference Room | 140 |
| Kitchen | 150 |
| Bathroomns for Children (2) | 300 |
| Bathroom for Staff | 60 |
| Storage | 180 |
| Receptionist Office | 100 |
| Total | 6,000 |

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A/ These meet in a generic way the space requirements for the specified age-group.

B/ Estimated costs noted in Table 29.

C/ More specific requirements for infants and toddlers may apply

## RECOMMENDED SPECIFICATIONS

1) Receptionist office to have two glass walls permitting surveillance of the center.
2) Director's office with one glass wall.
3) At least two classroom walls to be equipped with two way mirrors for observation.
4) Kitchen to include two refrigerators, three compartment sinks (separate hand-washing sink), microwave oven, cabinets and dishwasher.
5) Children's bathrooms would include three child-sized toilets and three sinks.
6) One drinking fountain to be provided in each classroom.
7) Each classroom to contain a sink with storage cabinets.
8) Center to contain fire extinguishers, fire alarms, and smoke detectors.
9) Must meet all National Fire Protection Association Life Safety Code requirements.
10) One exit must lead directly outside with a maximum of 100 linear feet between classroom doors and the exit.
11) One supply closet to be provided in each classroom in addition to one central supply closet.
12) Windows to be shatterproof or protected to prohibit children from walking/falling through.

Source: Child Care Management Resources.

## NEW CONSTRUCTION COSTS

The cost of building a freestanding child care center of 6,000 square feet ranges from approximately $47.64 to $52.71 per square-foot, according to the 1986 Dodge Construction Systems Cost Analysis (see Table 32). The average center could be constructed with a per square foot cost of slightly more than $50. Soft costs and equipment would bring this to $65 to $70 per square foot for a complete child care center.

## SUMMARY

Since the cost of retrofitting existing buildings or accommodating child care facilities in new buildings varies widely, operators should make sure the building they intend to lease accommodates most of the physical requirements for child care, especially access and egress and outdoor play areas. Buildings that already have a full sprinkler system with automatic alarm and smoke detector systems minimize retrofit costs. Perhaps the biggest and single most significant item required by child care licensing authorities, in terms of both new buildings and the retrofit of older buildings, is specialized plumbing and kitchen equipment. These fixtures are not typically provided in common office, shopping center, or industrial spaces. While virtually any building may be modified to suit, some buildings are much more physically amenable to modify as a child care center than others.

## SECTION VI

## MEANS OF ENCOURAGING OR ASSURING PROVISION OF CHILD CARE IN COMMERCIAL AREAS

*Over the past three years a number of communities throughout the country have established a variety of means for the provision of additional child care facilities in commercial environments. Included among these methods are density bonuses, required space set-asides, and fees and taxes earmarked for child care. So far there is little evidence with which to judge the effectiveness of these efforts.*

*The establishment of an incentive or assurance program requires consideration of a variety of complex issues, many of which are dependent on local objectives and conditions. The consultants suggest that any program for encouraging or assuring additional child care space should be derived from a detailed child care plan which quantifies needs geographically.*

### GENERAL APPROACHES

**There are a variety of general approaches for facilitating the provision of space for child care involving both incentives and requirements. This section discusses a number of generic approaches for encouraging or assuring provision of child care space. Examples of what other communities are doing are high lighted in the last portion of Section VI.**

### Density Bonuses

**Density bonuses are straight development incentives which are provided upon completion of certain specified criteria. A density bonus would permit a developer to build at a higher density by increasing the permitted floor area ratio. The bonus approach provides a clear choice or option by allowing the developer to decide whether or not to set aside space. There is no guarantee to the community that space will be provided. In fact, these bonuses have not been generally effective in communities with these programs to date.**

Whether or not an incentive is utilized depends somewhat on the level of benefit or "reward" to be obtained by its use. For example, a density bonus which allows a developer to build an extra 5,000 square feet over and above the maximum floor area ratio (FAR) in return for the provision of 5,000 square feet for child care use is a rather weak incentive. Permission to build 50,000 square feet over and above the maximum allowable FAR for the provision of 5,000 square feet for child care use may be a substantial incentive. The bonus in the second case is forty-five thousand square feet, while in the first case it is an even exchange.

Under a density bonus incentive system, the provision of child care becomes directly associated with the internal financial structure of a real estate development project. Decisions to provide space are based fundamentally upon the internal rate of return of the alternatives. If the bonus is substantial enough, the space will be provided. It is extremely difficult, if not impossible, to establish the amount of density bonus which will result in the provision of that quantity of space which precisely corresponds with the demand for child care space.

One of the attractive features of a density bonus incentive is the perception that nobody pays for the provision of the child care space. The developer does not pay for the space since it would not be provided if it did not yield a net positive return. The public sector has no direct financial outlay and, therefore, does not pay for the space, but indirectly benefits through higher taxes on the additional square footage in the project. A common view of the density bonus is that everyone gains and nobody loses.

One of the drawbacks of a density bonus system is that the public sector has little or no control relative to the amount of space provided, or the location of that space. Since all proposals to set aside space for child care are generated by developers, the amount and location of space is at their discretion. There is no inherent mechanism to coordinate the location of the space, or the amount of space provided, with the demand represented by both service providers and parents.

Density bonuses are usually only effective in areas which are being developed to the maximum density. In a typical community, much of the land is developed at less than maximum density due to market factors or other considerations. Density bonuses, therefore, are ineffective outside of areas with very strong market demand characteristics.

### Required Set-Asides

Required space set-asides for child care use in projects above certain sizes go beyond an incentive program. Such set-asides assure that space will be made available for child care use. For example, a community might require that 5,000 square feet be set aside for child care use in all projects exceeding 150,000 square feet. This would assure that space was made available, but would require it only in those projects where the cost could be spread over a substantial size project. Space set-asides put the cost squarely on the shoulders of the developer, on the basis that developers of large projects can more easily "afford" to provide space than builders of smaller projects. Additionally, larger buildings would have the employment base needed to support a child care center. While there is no public cost involved, the burden of providing child care space is directly born by the developers of larger scale projects.

There is little control regarding the amount or location of space developed as a result of a space set-aside requirement. The location and quantity of space set-aside for child care is strictly a function of the demand for office or other types of space, especially in large scale development projects. Additionally, there is no guarantee that a provider will be found to utilize set-aside space, especially if the demand for child care is insufficient.

### Taxes or Fees

Additional taxes or fees may be levied for the direct provision of child care space. These fees or taxes can take several forms, and the form selected will determine who pays and how much is paid. Real estate taxes can spread the burden throughout the entire community, among all classes of property. One tool, the special taxing district, can be used to target specific areas which would most benefit or most equitably bear the cost. The special taxing district would establish an additional surcharge on real estate taxes in specified areas, in this case primarily concentrations of employment. Real estate taxes can be used in conjunction with a special purpose fund for items such as child care.

Funds may also be provided through business license taxes or through other costs of doing business, such as taxes on inventory or value added. These taxes place the burden of support directly on businesses, especially retailers and wholesalers.

Some communities use impact fees on additional development to raise funds for the provision of child care services. Under the presumption that additions to office, industrial, or commercial space increases the demand for child care space, fees may be applied to new construction. Such fees may be levied against the square footage or the cost of development of new projects. Like taxes, fees can be used to establish a special purpose fund for development of child care.

Taxes or fees can assure the provision of space for child care. They permit the greatest control over the amount and location of space to be provided. Both taxes and fees are highly unpopular in the development community and therefore difficult to establish without popular consensus.

## CHILD CARE INCENTIVES OR ASSURANCES PROVIDED BY OTHER COMMUNITIES

There are a number of incentive and assurance provisions utilized by municipalities throughout the United States, especially in California. Most programs are of such recent establishment that performance cannot be effectively analyzed.

**San Francisco, California**

The City of San Francisco, California requires that space in office buildings within the central business district be provided for child care services, or that the developer pay an in-lieu fee to the city exclusively to allow for the expansion of child care facilities affordable to households of low or moderate income. This requirement applies to office development projects solely.

Should the developer decide to provide child care space, the following provisions are applied:

- The facility shall be provided to a non-profit child care provider without charge for rent, utilities, property taxes, building services, or any other charges of any nature;
- The facility shall comply with all applicable state and local laws;
- The space provided shall have a minimum gross floor area equivalent to the greater of 3,000 square feet or 1 percent of the net added gross square footage; and
- The child care space shall be provided for the life of the office development project or as long as there is a demonstrated need.

If a developer of office space in the central business district of San Francisco decides to pay a fee in-lieu of provision of space, the fee is equivalent to one dollar times the net additional gross square footage of office space. The fee must be paid before a certificate of occupancy will be issued.

The San Francisco legislation establishes an Affordable Child Care Fund capitalized with the proceeds of in-lieu fees. The fund is set aside as a special purpose fund to be used to increase the supply of child care facilities affordable to households of low and moderate income. Details of the operation of the fund are not provided in the legislation. The legislation does provide, however, for an annual evaluation of the effectiveness of the legislation in mitigating the shortage of child care facilities available to employees working in the office development projects constructed during the period in which the legislation has been effective. There is a provision to decrease the formula after an empirical study. This provision permits a refund of fees previously paid.

The San Francisco legislation was enacted in 1985 and there is not a great deal of historical knowledge regarding its effectiveness. Representatives of the City of San Francisco have indicated, however, that developers appear to be prepared to pay the in-lieu fee rather than provide space set-asides for child care facilities.

## Hartford, Connecticut

The City of Hartford, Connecticut has developed a floor area ratio bonus in the central business district for the provision of child care space. This allows an additional six square feet of office space over that permitted as of a matter of right for every square foot of child care space provided. This floor area ratio bonus is capped at 1.0, limiting the bonus to the square footage of the lot. The allowable FAR in the downtown area ranges from 5.0 to 10.0, with parking included in the calculation.

The legislation creating the incentive bonus was enacted in 1983 and, to date, the bonus incentive has not been applied. According to city officials, the principal problem has been State regulations which require the provision of outdoor open space for child care centers, even in central business district environments.

## Concord, California

The City of Concord, California has enacted an ordinance imposing a fee on new commercial, office, and industrial development to be paid into a special purpose child care fund administered by the City. The legislation also established a new non-profit corporation whose purpose is to increase public awareness of child care issues, elicit support for employer-assisted child care, and expand the amount of quality child care available. The fund is also to be used to support an after-school recreation program on-site for elementary school children. The Concord Child Care Ordinance was adopted in July, 1985.

The Concord ordinance requires the payment of a fee equal to one-half of one percent of the development cost of new non-residential projects. The fee applies to commercial, office, and industrial projects citywide. The assessment of development cost is made by the Department of Public Works and is determined by the valuation of the project on the building permit application. The fee is not collected until the issuance of a certificate of occupancy.

In addition to exempting residential development, the program provides exemption for projects of less than $40,000 in value, projects constructed by a public agency, and projects which are able to demonstrate that they create no greater demand for child care than the use previously located on the same site.

The legislation also provides for exceptions and credits to the fee. An exception or credit may be granted if the developer provides, or arranges to provide, a child care facility and program and enters into a contract with the City to conduct a study performed by a consultant selected by the City. The purpose of the consultant study is to determine that the child care needs of the project will be met by the facility proposed by the developer. The benefit program must eliminate, subsidize, or reduce the need for local child care facilities.

As in San Francisco, the City of Concord established a non-profit corporation, The Child Care Alliance for Resource and Development, to provide staff and programs. The programs offered by the Alliance include a vendor/voucher direct subsidy for child care, training for child care providers, low interest loans to providers to initiate or expand services, and education of employees and employers for the benefit of mutually supporting child care services.

In addition to the Child Care Alliance, some of the proceeds support the activation of an after-school program operated within the thirteen elementary schools within the City.

### Seattle, Washington

A floor area ratio bonus system has been instituted for downtown development in Seattle, where developers are permitted to build additional square footage in exchange for space provided for a child care center. The bonus allocation depends upon the zone in which the development is located but goes as high as 12.5:1. The formula is weighted to take into consideration development costs in different types of zones; e.g., office, commercial, and residential. Seattle's incentive system is complex, taking into consideration whether the space is existing or new, and whether the child care center is in the same zone or off-site. Existing downtown FARs range from 4:1 to 16:1, so the incentive is applicable only in areas of relatively high density.

The developer is required to grant a five-year lease to a child care operator before the certificate of occupancy is issued. The developer cannot charge rent, but can assess a pro rata portion of utilities, insurance, and maintenance costs to the center. A minimum of 1,000 square feet is to be provided, with a maximum set at 10,000.

To date, the incentive has resulted in the provision of three centers; two 800,000 square foot office towers and a 318,000 square foot mixed use development.[1] City officials are strongly supportive of the incentive system but believe that the demand for day care space is limited and that the lack of interested operators will be a major factor in the provision of additional space.

### Irvine, California

The downtown area, referred to as the Irvine Business Complex, has had a density bonus system since 1984. Developers of commercial office space receive a bonus of one additional square foot of office for every square foot of child care space provided. The bonus is limited to 2,000 square feet per acre. While the bonus is substantially less than that of Seattle or Hartford, Irvine has a very low density cap, at .25 FAR. The bonus is therefore substantial in relation to the existing density limits.

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[1] Cohen, Abby J. Planning for Child Care: A Compendium for Child Care Advocates Seeking the Inclusion of Child Care in the Land Use/Development Process, 1987, p. VI-3.

If a developer desires to utilize the bonus, the City of Irvine would negotiate the terms and conditions of the use of the child care space as part of a "conditional use permit". The legislation does not address items relating to the lease, like the San Francisco and Seattle codes.

To date no child care space has been built or is planned as a result of the ordinance. Planning staff have indicated that the lack of use of the incentive is directly linked to State child care regulations requiring outdoor play space.

### Summary

Relatively few communities have enacted incentive or assurance programs for the provision of child care facilities. There is little historical evidence of the effectiveness of these few programs since they are so recent in origin. The programs reviewed are similar only in their objective of providing more space for child care in commercial environments.

One factor inhibiting success reported by two communities, Hartford, Connecticut and Irvine, California, is a state regulatory requirement for outdoor play space for each child day care center. It is often difficult to provide outdoor space in high density business areas. Modifications or exemptions from state regulations may be required to permit these incentive programs to be effective.

## ISSUES TO BE CONSIDERED IN ESTABLISHING A CHILD CARE INCENTIVE OR ASSURANCE PROGRAM

There are a number of issues which must be addressed prior to establishing a program for the provision of child care in commercial areas. These issues include economic conditions, demand, the location of facilities, and method of support for the program.

### Economic Conditions and Incentives

There are a number of economic conditions which must be prevalent if density bonus incentives are to be effective. For instance, bonus incentives are generally restricted to areas of higher density where the market forces are strong enough to support significant additional density on the site. These are generally limited to central business district areas, which are subject to substantial development pressures. Density bonuses are unlikely to be effective in suburban areas, or in a soft market.

## Demand

Many child care incentive/assurance programs provide no relationship between the demand for child care facilities and the quantity of space to be provided. This results in a mis-match between the location of new development where child care facilities may be required and the locational desires of parents for child care facilities. If a child care incentive or assurance program depends on the initiative of local developers for the provision of space, then the day care program is driven by the demand for the other space being developed, without regard for child care demand. It is entirely possible that an incentive program could result in the development of substantial excess child care space by saturating a limited market. Most of the cities enacting legislation described above presume that any and all additions to space are important in meeting their identifiable child care needs. This philosophy may not be directly applicable in Montgomery County, Maryland and other jurisdictions. Any incentive or assurance program should be directly related to the quantifiable demand in areas where the incentives are applicable.

## Settings Desirable for Child Care Facilities

Commercial development includes office, industrial, and shopping facilities. A local jurisdiction's preferences regarding suitable locations for child care facilities will have a marked effect on the design of the incentive or assurance program. Many communities restrict their child care development efforts to office environments. The potential inclusion of industrial and shopping center sites, as well as office locations, is of importance in establishing the initial objectives for the development of a child care program.

## Locational Factors

Most incentive programs require that the developer initiate the provision of child care space and make all locational decisions. The development of child care centers may be unrelated to the demand in any particular location. Unless an incentive system can be matched to quantifiable demand at specific locations, a mechanism may be needed to balance the supply of space and demand for space.

## Method of Support for Assurance Programs

An especially important issue relates to those who will bear the cost of the provision of child care space. Some candidates for this burden include developers, property owners, businesses, and users. The issue of equity is of substantial importance in situations where taxes or fees are required.

Development incentive programs bypass the equity issue since it is generally perceived that recipients of the bonus gain rewards equal to, or greater than, the cost. Assurance based programs, on the other hand, must focus the burden on one or more groups. The programs in San Francisco and Irvine have chosen a single group, downtown office developers, to carry the entire burden. Future programs in other communities may have to consider substantially broader support.

### Survey Results

When asked which incentives or assurances would be most effective in encouraging additional child care space, most developers surveyed favored tax credits, below market rate financing, or density bonuses (see Table 33). No developer had a positive response for required contributions to a child care fund. Positive responses were received for priority review of projects containing a day care facility and a simplified approvals process. Developers had mixed feelings about potential code exemptions, with some suggesting that it would help and others believing that the codes were needed to protect the health and safety of the children. A copy of the survey of owners, managers, and developers is located in Appendix B.

There is reason to believe that density bonuses are likely to be most effective in areas or zones where the density is greatest, such as central business districts. This is a function of both typical building practices and land values. In Montgomery County, a density bonus system may be most effective in the CBD (Central Business District) and TS (Transit Station) Zones (see Table 34).

## CHILD CARE PLAN

Prior to the establishment of a child care initiative or program using incentives or assurances, it is essential that a detailed child care plan be developed within the context of both existing local government and private sector child care resources and the results of County-sponsored child care studies. The most recent studies include the Interagency Site Selection Report and the Child Day Care Facilities and Transportation Task Force (1986-1987). In addition to social and demographic factors related to age, income, and household size, there should be a further examination of the both existing and new areas of housing and employment.

With an increase in commercial and office-related activities, there also needs to be additional analysis of the demand for child care services in various "commercial faciltiies. The most comprehensive plan should also consider market factors, the effectiveness of incentive programs, the control of the quantity and location of child care facilities, and the equity of various approaches to providing financial support to either new child care facilities or the support and expansion of child care services in Montgomery County.

## GLOSSARY

**Building Officials Code Administration (BOCA):** National building code incorporating standards for construction.

**Floor/Area Ratio:** the ration of gross area of the building to the gross square footage of the site.

**HVAC:** Heating, ventilation and air conditioning.

**Licensing:** The process of granting formal permission to operate a child care facility, by a designated state or local agency. This agency has the authority to set standards based upon state law, conduct inspections to ensure that standards are being met, establish procedures for revoking licenses, and provide mechanisms for appeals. For child care facilities in Maryland, this authority is granted to state and local health officers by state law.

**National Fire Protection Association (NFPA):** Responsible for publishing the Life Safety Code, a national model code for safety to life from fire in buildings and structures.

**Staff/Child Ratio:** Number of staff members required by licensing for the number of children at the child care center. The number of staff members required is primarily determined by the age of the child and the group size.

## Table 1
## SELF-REPORT PROFILE OF CENTERS
### Commercial Settings -1986

| CENTER | TYPE LOCATION | OPENING DATE | ENROLLMENT Full-time | ENROLLMENT Part-time | LICENSED CAPACITY |
|---|---|---|---|---|---|
| A | Shopping Center (Gaithersburg) | February 1986 | 36 | 5 | 50 |
| B | Office park (Landover) | September 1985 | 50 | -- | 67 |
| C | Converted Residence (Downtown Bethesda) | September 1985 | 24 | 12 | 37 |
| D | Light Industrial (Columbia) | Fall 1986 | 45 (a) | -- | 80 |
| E | Free-Standing Center (Germantown) | January 1986 | 105 | 31 | 136 |
| F | Office Building<br>Converted storefront (Upper Georgetown) | October 1985 | 12 | -- | 20 |
| G | Multi-use Building (Philadelphia, PA) | December 1983 | 30 | 30 | 78 |
| H | Downtown Office Building (Washington, D.C.) | January 1985 | 80 | -- | 100 |
| I | Federal Agency Campus (Greenbelt) | June 1973 | 45 | -- | 60 |
| J | Federal Agency (Washington, D.C.) | June 1986 | 26 | -- | 56 |

(a) Operator has an existing center which will be incorporated at the new facility.

Source: Child Care Management Resources

Table 2

## ZONING AND SPACE IN CHILD CARE CENTERS
Commercial Settings
1986

| CENTER | LOCATION | ZONE | EXTERIOR SQUARE FOOTAGE | INTERIOR SQUARE FOOTAGE |
|---|---|---|---|---|
| A | Gaithersburg, MD | Town Sector | 1,250 | 3,025 |
| B | Landover, MD | I-3 | 7,000 | 4,050 |
| C | Bethesda, MD | C-T | 2,500 | 1,952 |
| D | Columbia, MD | Light Industrial | 4,000 | 3,200 |
| E | Germantown, MD | C-0 | 12,000 | 9,409 |
| F | Washington, D.C. D.C. | C-3 | None designated (use parks) | 1,300 |
| G | Philadelphia, PA | G-2 | None designated (use parks) | 4,500 |
| H | Washington, D.C. | C-4 | None designated (use parks) | 6,011 |
| I | Greenbelt | Federal Agency | 7,000 | 2,695 |
| J | Washington, D.C. | Federal Agency | None designated (use parks) | 1,000 |

Source: Child Care Management Resources

# Table 3
# PROFILE OF INTERIOR SPACE IN CHILD CARE CENTERS
## Commercial Settings
## 1986

| CENTER | LOCATION | SQUARE FOOTAGE IN DAY CARE CENTER | TOTAL SQUARE FOOTAGE ON SAME FLOOR | TOTAL SQUARE FOOTAGE IN BUILDING |
|---|---|---|---|---|
| A | Gaithersburg, MD | 3,025 (a) | 100,000 | 100,000 |
| B | Landover, MD | 4,050 (b) | 30,000 | 205,750 |
| C | Bethesda, MD | 1,952 (a) | 1,952 | 1,952 |
| D | Columbia, MD | 3,200 (b) | 7,800 | 17,600 |
| E | Germantown, MD | 9,409 (b) | 9,409 | 9,409 |
| F | Washington, D.C. | 1,300 (a) | 5,000 | 14,763 |
| G | Philadelphia, PA | 4,500 (a) | 4,500 | 363,000 |
| H | Washington, D.C. | 6,011 (a) | 15,845 | 138,000 |
| I | Greenbelt, MD | 2,695 (b) | 2,695 | 2,695 |
| J | Washington, D.C. | 1,000 (a) | 24,000 | 192,000 |

(a) Retrofitted space
(b) New space

Source: Child Care Management Resources

# Table 4
# PARKING PROFILE
## Commercial Settings
## 1986

| CENTER | LOCATION | TYPE (CAPACITY) | PARKING SPACES | | PARKING RATING ADEQUATE | PARKING RATING INADEQUATE |
|---|---|---|---|---|---|---|
| A | Gaithersburg, MD | Shopping Mall (50) | As many as needed | | X | |
| B | Landover, MD | Office Park (67) | As many as needed | | X | |
| C | Bethesda, MD | Converted Residence (37) | 5 | 5/6 | | X |
| D | Columbia, MD | Light Industrial (80) | 10 + | As many as needed | X | |
| E | Germantown, MD | Free-standing Center (136) | Lot holds 18 - 22 cars | | X | |
| F | Washington, D.C. | Store-front Space in Office Building (20) | 1 | As many as needed | X | |
| G | Philadelphia, PA | Multi-use Building (78) | On street only | | | X |
| H | Washington, D.C. | Office Building Downtown (100) | On street only | | | X |
| I | Greenbelt, MD | Federal Agency-Campus (45) | As needed | 12 | | X |
| J | Washington, D.C. | Federal Agency Downtown | Parking in building for parents. Staff uses public transportation. | | X | |

Source: Child Care Management Resources

## Table 5
## SIZE OF STAFF
## Commercial Settings
## 1986

| CENTER | LOCATION | FULL-TIME | PART-TIME |
|---|---|---|---|
| A | Gaithersburg, MD | 7 | 2 |
| B | Landover, MD | 12 | -- |
| C | Bethesda, MD | 7 | 2 |
| D | Columbia, MD | 5 | 4 |
| E | Germantown, MD | 12 | 10 |
| F | Washington, D.C. | 3 | -- |
| G | Philadelphia, PA | 6 | 2 |
| H | Washington, D.C. | 14 | -- |
| I | Greenbelt, MD | 6 | 2 |
| J | Washington, D.C. | 10 | -- |
|  | Average | 8.2 | 2.2 |

Source: Child Care Management Resources

## Table 6
## MONTHLY TUITION PER CHILD AT CHILD DAY CARE CENTERS
## Commercial Settings
## 1986

| CENTER | LOCATION | TUITION |
|---|---|---|
| A | Gaithersburg, MD | $280.00 |
| B | Landover, MD | Infants: $400.00<br>Toddlers: $328.00<br>Preschool: $180.00-$300.00 |
| C | Bethesda, MD | Full-time all ages:$450.00<br>MWF: $295.00<br>T,TH: $210.00 |
| D | Columbia, MD | Full day: $330.00<br>Part day: $280.00 |
| E | Germantown, MD | Age 2: $392.00<br>Age 3, 4, 5: $316.00 |
| F | Washington, D.C. | 3 - 5 Months: $480.00<br>Over 5 months: $440.00 |
| G | Philadelphia, PA | Full-time: $420.00 3 years old and over |
| H | Washington, D.C. | $462.00 |
| I | Greenbelt, MD | $230.00 |
| J | Washington, D.C. | Infants: $300.00<br>Toddlers: $280.00<br>3 yr. olds: $260.00 |

Source: Child Care Management Resources

## Table 7
## LEASING COSTS FOR CHILD CARE CENTERS
## Commercial Settings
## 1986

| CENTER | LOCATION | TYPE OF SPACE | INTERIOR SQUARE FOOTAGE | ANNUAL COST OF LEASE | LEASE COST PER SQUARE FOOT | % OF OPERATING BUDGET FOR LEASE |
|---|---|---|---|---|---|---|
| A | Gaithersburg, MD | Shopping Center | 2,200 | $ 35,200 | $16.00 | 20% |
| B | Landover, MD | Office Park | 4,000 | $ 58,000 | $14.50 | 25% |
| C | Bethesda, MD | Residential | 2,000 | $ 39,600 | $15.00 | 33% |
| D | Columbia, MD | Light Industrial | 2,500 | $ 30,000 | $11 - 12<br>Plus Utilities | 25% |
| E | Germantown, MD | Commercial | 7,800 | $110,000 | $14.10 | 20% |
| F | Washington, D.C. | Commercial Space In Office Building | 913 | $ 8,880 | $ 8.45 | 15% |
| G | Philadelphia, PA | Multi-use Office/ Industrial | 4,500 | $ 31,530 | $ 4.50 | 16% |
| H | Washington, D.C. | Office Building | 7,000 | $132,000 | $18.65 | 33% |
| I | Greenbelt, MD | Federal Agency Campus Setting | 2,000 | No Cost | --- | -- |
| J | Washington, D.C. | Federal Agency | 2,700 | No Cost | --- | -- |

Source: Child Care Management Resources

## Table 8
## OPERATOR'S REASONS FOR LOCATING
## Commercial Settings
## 1986

| REASON | NUMBER (1) |
|---|---|
| Expected demand from neighboring employees | 4 |
| Actual demand from neighboring employees | 2 |
| Expected marketing benefits | 1 |
| Government encouragement | 0 |
| Employee demand on-site | 2 |
| Residential demand from neighboring communities | 3 |
| Interest in the child care issue as a single-working parent | 1 |
| To meet the needs of the community | 1 |

(1) Multiple answers were accepted from ten operator respondents.

Source: Child Care Management Resources

## Table 9
## DEVELOPERS/OWNERS/MANAGERS' REASONS FOR PERMITTING A CHILD DAY CARE CENTER AS A TENANT
### Commercial Settings
### 1986

| REASON | NUMBER (1) |
|---|---|
| Demand from Neighborhing Employers | 1 |
| Employee Demand | 1 |
| Expected Marketing Benefits | 5 |
| Government Encouragement | 0 |
| Demand from Surrounding Residents | 2 |
| Sublet | 1 |
| Good Tenant - Use Not a Factor | 1 |

(1) Multiple Answers From Eight Respondents

Source: Child Care Management Resources

## Table 10
## DEVELOPERS/OWNERS/MANAGERS REASONS FOR PERMITTING A CHILD CARE CENTER AS A TENANT
### Commercial Settings
### 1986

### LIGHT INDUSTRIAL ZONE (Developer)

- Suitable site to attract clients from nearby residential as well as commercial location
- Child care operator perceived as a strong tenant
- Child care center would not require significant renovation as compared to other types of buildings in that setting
- Child care center would attract desirable clients to the light industrial park

### OFFICE BUILDING WITH STORE FRONT (Owner)

- Desire of the main tenant to sublet
- Desire to support a child care program in commercial space

### OFFICE PARK (Developer/owner/manager)

- Expected marketing benefits
- Expected demand from neighboring employers
- Actual demand from neighboring employers
- Previous experience

### SHOPPING CENTER (Manager)

- Expected marketing benefits

### MULTI-USE OFFICE BUILDING WITH FACTORY, OFFICES AND SHOPS (Developer, owner)

- Expected marketing benefits

### FREESTANDING CHILD CARE CENTER IN COMMERCIAL ZONE

- Expected demand from nearby residential community

Source: Child Care Management Resources

## Table 11
## DEVELOPER'S ATTITUDES TOWARD CHILD CARE CENTER AS AN AMENITY
Commercial Settings
1986

| RESPONSE | NUMBER (1) |
|---|---|
| The center has helped attract tenants to this building/complex | 3 |
| The center has served as a deterrent to attracting tenants | 0 |
| The center has had no affect on leasing/selling | 4 |
| No Answer | 1 |

(1) Eight developer/owner respondents

Source: Child Care Management Resources

100

## Table 12
## DEVELOPER'S PERCEPTIONS OF ATTITUDES OF NEIGHBORING EMPLOYEES
## Commercial Settings
## 1986

QUESTION: HOW HAVE NEIGHBORING EMPLOYERS REACTED TO YOUR CENTER?

| ATTITUDES | NUMBER (1) |
|---|---|
| Enthusiastic | 1 |
| Favorable | 4 |
| Neutral | 2 |
| Unfavorable | 0 |
| Not applicable | 1 (a) |

(1) Eight developer/owner respondents

(a) No neighbors

Source: Child Care Management Resources

## Table 13
## DEVELOPER'S PERCEPTION OF BUILDING TENANTS REACTIONS TO THE CENTERS
## Commercial Settings
## 1986

QUESTION: HOW HAVE BUILDING TENANTS REACTED TO THE CENTER?

| ATTITUDE | NUMBER |
|---|---|
| Enthusiastic | 4 |
| Favorable | 2 |
| Neutral | 0 |
| Unfavorable | 0 |
| Not applicable (2) | 2 |

(1) Eight developer/owner respondents

(2) No other tenants

Source: Child Care Management Resources

## Table 14
## DEVELOPERS PERCEPTION OF DIFFICULTY OF MEETING OUTDOOR PLAY SPACE REQUIREMENTS
## Commercial Settings
## 1986

QUESTION: WAS IT DIFFICULT TO MEET THE REQUIREMENTS FOR OUTDOOR PLAY SPACE IN THIS LOCATION? PLEASE EXPLAIN.

| RESPONSE | NUMBER (1) |
|---|---|
| Yes (2) | 2 |
| No | 3 |
| No Answer | 3 |

(1) Eight developer/owner respondents

(2) One respondent indicated that grading requirements were extensive and that the Maryland National Park and Planning Commission required them to retain trees that they wanted to remove.

The second respondent was very concerned about security and noise.

Source: Child Care Management Resources

## Table 15
## DEVELOPER PERCEPTION OF THE CENTER AS A SOURCE OF TRAFFIC PROBLEMS
Commercial Settings
1986

QUESTION: HAS TRAFFIC BEEN A PROBLEM?

| RESPONSE | NUMBER(1) |
|---|---|
| Yes | 1 (2) |
| No | 4 |
| No answer | 3 |

QUESTION: IS THE NUMBER OF PARKING SPACES EXCESSIVE, ADEQUATE, OR INADEQUATE?

| RESPONSE | NUMBER(1) |
|---|---|
| Excessive | 1 |
| Adequate | 4 |
| Inadequate | 1 (a) |
| No Answer | 2 |

(1) Eight developer/owner respondents

(a) Respondents indicated that parking would be adequate if on-street spaces could be used but students at a neighboring high school tie-up all the on-street spaces.

Source: Child Care Management Resources

## Table 16
## DEVELOPER'S WILLINGNESS TO INCLUDE DAY CARE IN ANOTHER PROJECT
### Commercial Settings
### 1986

QUESTION: WOULD YOU INCLUDE DAY CARE AGAIN?

| RESPONSE | NUMBER (1) |
|---|---|
| At your own initiative | 6 |
| In response to requests | 2 |
| No | 0 |

(1) Eight developer/owner respondents

Source: Child Care Management Resources

## Table 17
## OPERATOR'S AGREEMENTS WITH NEIGHBORING EMPLOYERS
Commercial Settings
1986

QUESTION: HAVE ANY NEIGHBORING EMPLOYERS APPROACHED YOU ABOUT CONTRACTUAL ARRANGEMENTS?

| RESPONSE | NUMBER (1) |
|---|---|
| Yes | 3 |
| No | 7 |

QUESTION: HAVE YOU APPROACHED EMPLOYERS ABOUT CONTRACTUAL ARRANGEMENTS?

| RESPONSE | NUMBER (1) |
|---|---|
| Yes | 3 |
| No | 4 |
| Plan to | 3 |

(1) Ten operator respondents

Source: Child Care Management Resources

## Table 18
## NEIGHBOR IMPACT ISSUES
## Commercial Settings
## 1986

QUESTION: HAVE ANY OF THE FOLLOWING CAUSED DIFFICULTY AT YOUR CENTER? (1)

| RESPONSE | YES | NO | NO COMMENT |
|---|---|---|---|
| Noise | 1 (a) | 5 | 2 |
| Air Quality | 0 | 6 | 2 |
| Landscaping | 0 | 6 | 2 |
| Fire Safety | 0 | 6 | 2 |
| Access Within the Building | 1 (b) | 5 | 2 |
| Security | 1 (c) | 5 | 2 |
| Trash | 0 | 6 | 2 |

(1) Eight developer/owner respondents.

(a) Tenant below the center complained of noise in an office building. Developer added insulation.

(b) An alternative access route was required for a handicapped parent in an office building.

(c) Center was the victim of a burglary. They believe that the source of the problem is the high school across the street.

Source: Child Care Management Resources

## Table 19
## THE APPROVAL PROCESS
Commercial Settings
1986

QUESTION: HOW DID YOU FIND OUT WHICH APPROVALS WERE NECESSARY TO LICENSE YOUR CENTER?

| RESOURCE | NUMBER (1) |
|---|---|
| Health Department | 2 |
| Department of Education | 1 |
| Other Government Departments | 2 |
| Own Experiences | 2 |
| Consultants | 1 |
| Trial and Error | 1 |
| Not Applicable | 1 |

(1) Ten operator respondents

Source: Child Care Management Resources

## Table 20
## LENGTH OF APPROVAL PROCESS
## Commercial Settings
## 1986

| TYPE OF CENTER | TIME | NUMBER (1) |
|---|---|---|
| Federal Agency Downtown | 17 days | 1 |
| Multi-use Office Building (Philadelphia, PA) | 2 months | 1 |
| Light Industrial Park | 6 months | 1 |
| Shopping Mall | 7 months | 1 |
| Downtown Office Building | 7 - 8 months | 1 |
| Office Park<br>Free Standing Center<br>Converted Residence<br>Converted Storefront<br>Federal Agency Campus | 1 year or more | 5 |

(1) Ten operator respondents

Source: Child Care Management Resources

## Table 21
## OPERATORS' DIFFICULTY WITH THE APPROVAL PROCESS
## Commercial Settings
## 1986

QUESTION: WHICH APPROVALS WERE THE MOST DIFFICULT TO OBTAIN?

| TYPE OF APPROVAL | NUMBER FINDING DIFFICULTIES (1) | TYPE OF CENTER LOCATION |
|---|---|---|
| Health Department | 2 | Office Park<br>Commercial/Transitional |
| Fire Marshal | 2 | Office Park<br>Commercial/Transitional |
| Environmental | 1 | Light Industrial |
| Building Approvals | 3 | Light Industrial<br>Downtown Office Building<br>Shopping Mall |

(1) Multiple answers were accepted of ten operator respondents

Source: Child Care Management Resources

## Table 22
## INVOLVEMENT OF DEVELOPERS, OWNERS AND MANAGERS IN OBTAINING APPROVALS
### Commercial Settings
### 1986

| APPROVAL OBTAINED BY DEVELOPER, OWNER OR MANAGER | NUMBER (1) |
|---|---|
| Zoning Approvals | 3 |
| Occupancy Permit | 3 |
| Building Permit | 4 |
| Center License | 0 |
| Other Approvals (2) | 1 |

(1) Eight developer/owner respondents

(2) The building committee and lender approval

Source: Child Care Management Resources

### Table 23
### DEVELOPERS PERCEPTIONS ABOUT CONTRADICTORY REQUIREMENTS OR DIFFERENCES OF INTERPRETATIONS
Commercial Settings
1986

QUESTION: ARE THERE CONTRADICTORY REGULATORY REQUIREMENTS OF DIFFERENCES OF INTERPRETATION AMONG REGULATORY AGENCIES? IF ANY, PLEASE EXPLAIN.

| RESPONSE | NUMBER (1) |
|---|---|
| Yes | 4 |
| No | 1 |
| No answer | 3 |

(1) Eight developer/owner respondents

Comments:

"I was honestly surprised that it went so smoothly. It was a matter of regularly needing to call and have them come out and to do things"

"Each time I got two different inspectors and two different interpretations. They can completely avoid the developer and delay a project. There aren't enough inspectors"

There is a conflict between "The Maryland Regulations and the fire safety code."

There is "a difference of interpretation between state and local officials."

Source: Child Care Management Resources

## Table 24
## DEVELOPERS PROBLEMS WITH THE PROCESS AND THE REGULATORY REQUIREMENTS
### Commercial Settings
### 1986

QUESTION: WERE THE PROBLEMS WITH THE PROCESS OR THE REGULATIONS THEMSELVES?

| RESPONSE | NUMBER (1) |
|---|---|
| The Process | 0 |
| The Regulatory Requirements | 1 |
| Both | 2 |
| No Problems | 2 |
| No answer | 3 |

(1) Eight developer/owner respondents

Comments:

"Process is too slow and not enough inspectors (Howard County)"

"Some regulations are unreasonable and are not consistent with national standards"

"Can't differentiate -- more regulatory than process"

"The difficulty is in making the economics work"

"It is very costly to do a very good job and meet the regulations"

Source: Child Care Management Resources

# Table 25
# OPERATORS OPINIONS ABOUT CONTRADICTORY REGULATORY REQUIREMENTS OR DIFFERENCES OF INTERPRETATIONS AMONG REGULATORY AGENCIES
## Commercial Settings
## 1986

QUESTION: ARE THERE CONTRADICTORY REGULATORY REQUIREMENTS OR DIFFERENCES OF INTERPRETATIONS AMONG REGULATORY AGENCIES?

| RESPONSE | NUMBER (1) |
|---|---|
| Yes | 6 |
| No | 1 |
| No Comment | 3 |

(1) Ten operator respondents

Source: Child Care Management Resources

## Table 26
## SUGGESTIONS FROM OPERATORS REGARDING THE REGULATORY PROCESS
### Commercial Settings
### 1986

| SUGGESTION | NUMBER |
|---|---|
| o Provide preliminary inspection (1) | 1 |
| o Improve the quality and experience level of licensing staff as well as training staff | 1 |
| o Increase the number of licensing specialists to reduce the backlog | 2 |
| o Include more comprehensive information on the environment and safety codes in literature for prospective providers | 1 |
| o Add a child care specialist to the Fire Marshal's staff | 1 |
| o Designate one agency to coordinate all regulatory agencies | 2 |
| o Better interagency information requiring the entire approval process | 1 |
| o Increase staff salaries of licensing specialists | 1 |

(1) Montgomery County does a precursory inspection for a fee of $25.00

Source: Child Care Management Resources

# Table 27
# ZONING AND SITE PLAN REVIEW REQUIREMENTS FOR CHILD CARE CENTERS
Montgomery County, Maryland
Commercial Zones

| ZONE | PERMITTED BY RIGHT | SPECIAL EXCEPTION | SITE PLAN REVIEW |
|---|---|---|---|
| C-T | X | | (1) |
| O-M | X | | (1) |
| C-0 | X | | None |
| C-1 | X | | None |
| C-2 | X | | None |
| C-4 | | X | (2) |
| I-1 | X | | None |
| I-2 | | X | (3) |
| I-3 | X | | (1) |
| I-4 | X | | (2) |
| CBD | X | | (2) |
| Town Sector | X | | (1) |
| TSR | | X | (1) |
| TSM | | X | (1) |
| PD | | | (4) |
| MXPD | | | (4) |

(1) Subject to 59-D-3 review for new development only

(2) Subject to 59-D-3 review only when optional method is used for new development

(3) Through special exception process only

(4) Subject to review as specified in 59-C-7.592

Source: Giegerich & Associates

## Table 28
## AVERAGE CODE REQUIREMENTS
## (APPLICABLE IN THE STATE OF MARYLAND)
80 Children - 6,000 Square Feet
Commercial Setting
1986

| Item | BOCA Building | NFPA Life/ Safety | BOCA Plumbing & Mechanical | Maryland State H.C. Code |
|---|---|---|---|---|
| 2 hour seperation from other tenants | X | | | |
| Direct exit from each classroom | | X | | |
| -or- | | | | |
| Approved automatic fire suppression system | | X | | |
| 1 hour fireproofing around heat producing equipment - (water heater, furnace/HVAC, kitchen, laundry, etc.) | X | | | |
| Smoke detector & alarm system | | X | | |
| Illuminated exit lights | X | X | | |
| Approved battery emergency lighting | X | X | | |
| "B" label doors @ exits and corridors | X | | | |
| 1 hour interior corridors serving classrooms, if direct egress not provided | X | | | |
| Metal Stud Partitions | X | | | |
| Fire Retardant Wood Stud Partitions | X | | | |
| Fire extinguishers in proper places | | X | | |
| 1 hour smokeproof enclosure around sleeping area for 2-2 1/2 year olds | | X | | |

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Table 28 (continued)

| Item | BOCA Building | NFPA Life/ Safety | BOCA Plumbing & Mechanical | Maryland State H.C. Code |
|---|---|---|---|---|
| Class III flamespread resistant floor & wall coverings in classrooms, etc. | X | | | |
| Class II flamespread resistant floor & wall coverings in exits/ corridors. | X | | | |
| Class B fire resistant carpeting. | X | | | |
| One W.C. for each 15 children | | | X | |
| Accessible drinking fountain(s) | | | X | |
| Sink in each classroom | | | X | |
| Floor drains in children's toilets w lower doors & approved exhaust fan volume | | | X | |
| Fresh air supplied by HVAC system | | | X | |
| Ramp entry & level sill C doors | | | | X |
| 36" wide doors & 42" wide corridors | | | | X |
| Provide H.C. accessible staff toilet room | | | | X |

NOTE: Code requirements vary due to many factors, including location in building, size of building, type of construction, number of exits, type of exits, etc. A specific code review is needed for each actual condition.

Source: John Elicker Architects

## Table 29
## PRO FORMA DEVELOPMENT COSTS FOR 80 CHILD DAY CARE CENTER
### Typical Office/Commercial Setting
### 1986

Average Construction Costs (6,000 SF Shell)*

| | | |
|---|---|---|
| Interior | - Demolition, Preparation | $ 15,000 |
| | - Plumbing | 15,000 |
| | - Mechanical | 20,000 |
| | - Electrical (Additional 200 Amps Service) | 25,000 |
| | - Partitions/Drywall/Interior Doors | 15,000 |
| | - Interior Finishes (Floors & Walls) | 12,000 |
| | - Food Prep Area/Equipment | 15,000 |
| | - Cabinets/Casework | 4,000 |
| | - Additional Corridor/Egress Doors | 1,000 |
| | - Sprinkler System Modifications | 4,000 |
| | - Emergency System/Fire Alarm/Annunciator/Emergency Lights | 6,000 |
| | - Equipment (Chalkboard/Shelving) | 10,000 |
| | - Furnishings | 20,000 |
| | | $120,000 |
| Exterior | - Access Walks, if required | 2,000 |
| | - Additional Exterior/Egress Doors | 6,000 |
| | - Fenced Area/3,000 SF | 2,500 |
| | - Tot-Lot Equipment | 8,000 |
| | - Landscaping | 3,000 |
| | | $142,400 |
| Permits | | 1,500 |
| Fees (Engineering/Architectural) | | 10,000 |
| Financing | | 5,000 |
| | TOTAL | $160,000 |
| | Cost per square foot | $ 26.67 |

*Note: Costs can vary widely due to existing conditions, demolition and type of building construction etc.

Source: John Elicker Architects

## Table 30
## OPERATORS START-UP COSTS
## EQUIPMENT AND RENOVATION
## Commercial Settings
## 1986

| CENTER | LOCATION | INDOOR EQUIPMENT | OUTDOOR EQUIPMENT | LANDSCAPING | FOOD SERVICE EQUIPMENT | FIRE CODE RENOVATIONS | BUILDING CODE RENOVATIONS |
|---|---|---|---|---|---|---|---|
| A | Gaithersburg, MD | $6,500 | $1,650 | $3,200 | --- | $1,175 | $5,000-$6,000 |
| B | Landover, MD | $30,000 | $10,000 | --- | Approx $1,000 | --- | --- |
| C | Bethesda, MD | $3,000 | $2,500 | $1,000 | $300 | $5,150 | |
| D | Columbia, MD | Already owned | $6,000 | --- | Already owned | --- | --- |
| E | Germantown, MD | $90,000 | $22,000 | --- | $25,000 | --- | --- |
| F | Washington, D.C. | $4,000 | Uses park | Not necessary | $25 | $310 | $3,200-$4,200 |
| G | Philadelphia, PA | $6,000 ($3,000 per classroom) | Uses park | Not necessary | $1,000 | $5,525 | $20,000 |
| H | Washington, D.C. | $20,000 | Uses park | Not necessary | $12,000 | $80,000 | $70-$130,000 |
| I | Greenbelt, MD | $12,000 | $3-4,000 | (1) | (1) | --- | --- |
| J | Washington, D.C. | $20,000 | $10,000 | Not necessary | $ 3,000 | $37,100 | $38,000 |
| Average costs (2) | | $19,150 | $ 5,615 | $ 467 | $ 4,703 | $21,543 | $33,033 |
| Average per square foot | | | | | | $ 5.40 | $ 8.27 |
| Average costs per child (3) | | $2380* | $ 82 | $ 7 | $ 69 | $ 315 | $ 483 |

(1) Costs are unavailable

(2) Of those responding. Fire and building code renovations were required for retrofitted facilities only.

(3) Based upon a mean number of children of 68.4 per center in this study.

* Based upon this figure, total indoor equipmenty costs of a classroom for 20 children would be $5,600.

Source: Child Care Management Resources

## Table 31
## OPERATORS START-UP COSTS
## APPROVAL, ADMINISTRATIVE AND PROFESSIONAL SERVICES
## Commercial Settings
## 1986

| CENTER | LOCATION | DIRECT APPROVAL COSTS | PROFESSIONAL SERVICES (1) | ARCHITECT FEES | INSURANCE | ADMINISTRATIVE COSTS |
|---|---|---|---|---|---|---|
| A | Gaithersburg, MD | $475 | $4,800 | $2,400 | $6,000 | ---- |
| B | Landover, MD | --- | $7,000 | $4,000<br>($1/square foot) | $4,600 | $ 5,000 |
| C | Bethesda, MD | $ 45 | --- | (Developer cost) | $3,500 | $ 5,000 |
| D | Columbia, MD | (In process) | $1,000 | --- | $2,600 | --- |
| E | Germantown, MD | $100 | | $50,000<br>(6% of total) | $4-5,000 | $20,000 |
| F | Washington, D.C. | Under $100 | $ 300 | --- | $ 400 | Own time |
| G | Philadelphia, PA | $100 | --- | --- | $5,000 | Own time |
| H | Washington, D.C. | Under $100 | | $20-25,000 | $1,800 | --- |
| I | Greenbelt, MD | (a) | (a) | (a) | (a) | (a) |
| J | Washington, D.C. | $500 | $3,500 | $3,000 | $2,450 | $70,000 |
| Average Costs | | $142 | $1,660 | $8,440 | $3,135 | $10,000 |

(1) Includes attorneys, consultants, accountants, etc.

(a) Unavoidable

Source: Child Care Management Resources

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## Table 32
## AVERAGE BUILDING COST
## 6,000 Square Foot Center
## 1986

BUILDING TYPE: DAY CARE CENTERS (6,000 S.F.)

| | LOW AVERAGE | | AVERAGE | | HIGH AVERAGE | |
|---|---|---|---|---|---|---|
| BUILDING SYSTEM | $/SF | % TOTAL | $/SF | % TOTAL | $/SF | % TOTAL |
| Foundations | 1.62 | 3.4 | 1.72 | 3.4 | 1.79 | 3.4 |
| Floors on Grade | 2.76 | 5.8 | 2.94 | 5.8 | 3.06 | 5.8 |
| Superstructure | 9.19 | 19.3 | 9.78 | 19.3 | 10.17 | 19.3 |
| Roofing | 1.29 | 2.7 | 1.37 | 2.7 | 1.42 | 2.7 |
| Exterior Walls | 3.29 | 6.9 | 3.50 | 6.9 | 3.64 | 6.9 |
| Partitions | 4.05 | 8.5 | 4.31 | 8.5 | 4.48 | 8.5 |
| Wall Finishes | 2.10 | 4.4 | 2.23 | 4.4 | 2.32 | 4.4 |
| Floor Finishes | 1.91 | 4.0 | 2.03 | 4.0 | 2.11 | 4.0 |
| Ceiling Finishes | 1.33 | 2.8 | 1.42 | 2.8 | 1.48 | 2.8 |
| Conveying Systems | 0.00 | 0.0 | 0.00 | 0.0 | 0.00 | 0.0 |
| Specialties | 1.05 | 2.2 | 1.11 | 2.2 | 1.16 | 2.2 |
| Fixed Equipment | 3.52 | 8.1 | 3.75 | 7.4 | 3.90 | 7.4 |
| HVAC | 5.72 | 12.0 | 6.08 | 12.0 | 6.32 | 12.0 |
| Plumbing | 3.86 | 8.1 | 4.10 | 8.1 | 4.27 | 8.1 |
| Electrical | 5.95 | 12.5 | 6.33 | 12.5 | 6.59 | 12.5 |
| Gross Building Cost | $47.64 | 100% | $50.67 | 100% | $52.71 | 100% |

Source: Giegerich & Associates; 1986 Dodge Construction Systems Costs

## Table 33
## DEVELOPER'S REACTIONS TO POTENTIAL INCENTIVES
## Commercial Settings
## 1986

| INCENTIVE | POSITIVE | NEGATIVE | NO RESPONSE |
|---|---|---|---|
| Below Market Financing | 5 | 1 | 1 |
| Tax Credit | 6 | 1 | 0 |
| Density Bonus | 5 | 2 | 0 |
| Required Contributions to Child Care Fund | 0 | 5 | 2 |
| Required Set-Aside | 1 | 2 | 4 |
| Code Exemptions | 3 | 3 | 1 |
| Simplified Approvals | 3 | 1 | 3 |
| Priority Review | 4 | 0 | 3 |

Source: Child Care Management Resources

## Table 34
## ALLOWABLE FLOOR AREA RATIOS IN COMMERCIAL AND INDUSTRIAL ZONES
## 1986

| Zone | FAR [1] Permitted by Right | Optional Method | Other |
|---|---|---|---|
| **Commercial** | | | |
| CT - lots of 18,000 SF | 1.0 | | |
| O-M | 1.5 | | |
| C-O | 1.5 | | 3.0 with 59.d-3 site plan approval |
| C-P | | | |
| C-1 | | | |
| C-2 | 1.5 | | |
| C-3 | | | |
| C-4 | 0.25 | | |
| H-M | 1.0 | | |
| **Industrial** | | | |
| I-1 | | | |
| I-2 | | | |
| I-3 | | | |
| I-4 | 1.0 | | |
| **Central Business District (CBD)** | | 80% + Residential | Up to 80% Residential |
| CBD-0.5 | 0.5 | 1.5 | 1.0 |
| CBD-R | 1.0 | 3.0 | 2.0 |
| CBD-1 | 1.0 | 3.0 | 2.0 |
| CBD-2 | 2.0 | 5.0 | 4.0 |
| CBD-3 | 3.0 | up to 8.0 [2] | |
| **Transit Station Zones** | | | |
| TS-R | 2.5 | | |
| TS-M | 3.0 | | |

---

[1] Floor area ratio is the ratio of gross area of the building to the gross square footage of the site. Does not include parking areas.

[2] Calculated by formula as specified in Montgomery County Zoning Ordinance.

Source: Giegerich & Associates

Appendix A

## SURVEY OF
## OPERATORS OF CHILD DAY CARE CENTERS
## IN COMMERCIAL AREAS

Site: __________________________ Date: ______________________

Name: __________________________ Title: ______________________

### General

1. What was the basis for your decision to open a child day care center in a commercial area?

   Expected demand from neighboring employees ________________
   Actual demand from neighboring employees __________________
   Expected marketing benefits ______________________________
   Government encouragement ________________________________
   Other (please specify) __________________________________

2. Is this center in new space ______ retrofitted space _______
   When did it open? _____________

3. How many square feet of space do you have: inside ________
   outside _______

4. Do you own the space ___________, or lease it? _____________

### Approvals

5. What is the zoning on this site?___________________________

6. How did you find out what government approvals were necessary to open your center? ____________________________
   ____________________________________________________________
   ____________________________________________________________

How long did the approval process take, from first application to opening? ______________________________
____________________________________________________________
____________________________________________________________

7. Please tell me which approvals were the most difficult to obtain and why. ______________________________________
____________________________________________________________
____________________________________________________________

Were the problems with the process or the regulatory requirements?
____________________________________________________________
____________________________________________________________
____________________________________________________________
____________________________________________________________

8. Can you suggest ways to improve the process or the regulations? __________________________________________
____________________________________________________________
____________________________________________________________
____________________________________________________________

9. Are there contradictory regulatory requirements or differences of interpretations among regulatory agencies?
____________________________________________________________

If any, please explain ______________________________________
____________________________________________________________
____________________________________________________________
____________________________________________________________

10. What is the licensed capacity of your center? ____________

11. What is your current enrollment? Full-time ________ Part-time ________. Please explain any part-time arrangements
____________________________________________________________
____________________________________________________________

12. What is the size of your staff? Full-time _________ Part-time ___________

13. How many of the children who are currently enrolled have parents who work in your building or complex? _____________. Where do the parents of the other children work? __________
______________________________________________________________
______________________________________________________________
______________________________________________________________

## Traffic and Parking

14. Briefly explain the traffic circulation patterns used to deliver children to your center ______________________________
______________________________________________________________.

Has traffic been a problem:

For you in the approval process ______________________
For parents ___________________________________________
For staff _____________________________________________

15. If traffic has been a problem, please explain the difficulty and any solutions you have developed.
______________________________________________________________
______________________________________________________________
______________________________________________________________
______________________________________________________________

16. How many parking spaces are normally available to the center for staff use _____________, for child delivery and other short term uses ________________________________________.

17. Is the number of parking spaces excessive ______________, adequate _____________, inadequate _________________________?

18. If parking is inadequate, what is the effect (i.e., double parking, lines for child delivery, etc.)? _______________
______________________________________________________________
______________________________________________________________

How have you resolved this situation? ____________________
____________________________________________________________
____________________________________________________________

19. How would you rate the safety of the area where children are brought in to the building? Very safe _______, adequately safe __________, dangerous ___________.

20. If you rated the safety of the drop off area less than very safe, what are the problems? ______________________________
____________________________________________________________
____________________________________________________________

21. Have any of the following caused difficulties at your center?

| | Yes | No |
|---|---|---|
| Noise | _______ | _______ |
| Air quality | _______ | _______ |
| Landscaping | _______ | _______ |
| Fire safety | _______ | _______ |
| Access within the building | _______ | _______ |
| Security | _______ | _______ |
| Trash | _______ | _______ |

22. If you answered yes to any of the items in question 19, please explain the nature of the problem and your resolution of it. ____________________________________________________
____________________________________________________________
____________________________________________________________
____________________________________________________________

## Play Area

23. Where is your play area? (Include orientation to building and parking lot; i.e., ground level, back of building.)_____
____________________________________________________________

24. Has this area been adequate in terms of program? _________, Safety? ________________
__________________________________________________________
__________________________________________________________

## Neighboring Employers

25. How have neighboring employers reacted to your center?
Enthusiastic ________________ Favorable _________________
Neutral ____________________ Unfavorable ______________

26. Have neighboring employers referred children to you? ______
__________________________________________________________

27. Have any neighboring employers approached you about contractual agreements for care of their employees' children?
__________________________________________________________

## Expenses

28. What is the tuition per child per week? __________________

29. What is your cost per child? ____________________________

30. What is your lease cost per square foot? _________________

31. What percentage of your operating budget is for space? _____
__________________________________________________________

32. What were your major unanticipated costs? ________________
__________________________________________________________
__________________________________________________________

33. If your space was retrofitted to become a center, who planned the physical modifications to the site (i.e., architect, contractor, you) ________________________________
____________________________________________________________
____________________________________________________________

34. How would you react to the following incentives for operating a day care center:

a. Tax incentives ____________________
b. Government subsidy (direct subsidy for parents or providers) ________________________
c. Employer subsidy __________________
d. Developer rent subsidy _____________
e. Other developer subsidy of capital improvement ________
f. Specific variances from codes or space requirement ____
_________________________________________________________
g. Other (please specify) _____________

35. If you chose exemption from codes or requirements, can you suggest some specific examples. ____________________________
____________________________________________________________

Thank you.

In order to develop guidelines for the establishment of other centers, we would appreciate as much detail as you can provide on the costs of developing your center. Can you tell me what your expenses were in the following areas:

a. Direct approval costs ________________________________

b. Landscaping/screening________________________________

c. Sprinkler system ________________________________

d. Hard wiring of smoke detectors ________________________________

e. Emergency lighting ________________________________

f. Fire extinguishers ________________________________

g. Special entrances and exits ________________________________

h. Plumbing and plumbing equipment ________________________________

i. Specialized safety equipment ________________________________

j. Alterations to meet other codes ________________________________

k. Other construction ________________________________

l. Food service equipment ________________________________

m. Other indoor play equipment ________________________________

n. Indoor equipment ________________________________

o. Outdoor equipment ________________________________

p. Architects ________________________________

q. Professional services (lawyers, accountants)

r. Insurance ________________________________

s. Administration________________________________

t. Cost of building, if owned ________________________________

u. Other ________________________________

Appendix B

## SURVEY OF
## OWNERS, MANAGERS AND DEVELOPERS OF BUILDINGS WITH CHILD DAY CARE CENTERS IN COMMERCIAL AREAS

Site: ____________________________ Date: ____________________

Name: ____________________________ Title: ____________________

General

1. Are you:
   The building owner ____________________
   The building developer ________________
   The building manager _________________

2. Is this center in new space ______ retrofitted space _______
   When did it open? _____________

3. What is the licensed capacity of the center? ______________

4. How many square feet are there in this building? __________
   How many square feet are there on your floor? ______________
   How many square feet in the day care center? ______________

5. What was the basis for your decision to include a child day care center in this building ?

   Expected demand from neighboring employers ________________
   Actual demand from neighboring employers __________________
   Employee demand ____________________________________________
   Expected marketing benefits ________________________________
   Government encouragement ___________________________________
   Other (please specify) _____________________________________

6. Would you include day care again?

At your own initiative ____________________
In response to requests____________________
No ___________
Please comment __________________________________________

## Approvals

7. How is the site zoned? __________________________________

8. How did you find out what government approvals were necessary to open license the day care center? ____________
________________________________________________________
________________________________________________________

9. Which approvals did you obtain for the center?

Zoning approvals _________ Building permit ___________
Occupancy premit _________ Center license ____________

10. Please describe the approval process.

Smooth ___________________ Difficult _______________
Reasonable _______________ Very difficult ____________
Please comment ________________________________________
________________________________________________________

Were the problems with the process or the regulatory requirements? _______________________________________
________________________________________________________
________________________________________________________
________________________________________________________

11. Can you suggest ways to improve the process or the regulations? ____________________________________
________________________________________________________
________________________________________________________

12. Are there contradictory regulatory requirements or differences of interpretation among regulatory agencies? If any, please explain. ________________________________________
____________________________________________________________
____________________________________________________________

## Traffic and Parking

13. Briefly explain the traffic circulation patterns used to deliver children to the day care center ____________________
____________________________________________________________

Has center traffic been a problem? (Please explain) ________
____________________________________________________________

14. How many parking spaces are normally available to the center for staff use _____________, for child delivery and other short term uses ________________________________________.

15. Is the number of parking spaces excessive ______________, adequate _____________, inadequate ________________________?

16. Have any of the following caused difficulties at the center?

| | Yes | No |
|---|---|---|
| Trash | _______ | _______ |
| Noise | _______ | _______ |
| Air quality | _______ | _______ |
| Landscaping | _______ | _______ |
| Fire safety | _______ | _______ |
| Internal access | _______ | _______ |
| Security | _______ | _______ |

17. If you answered yes to any of the items in question 14 please explain the nature of the problem and your resolution of it. ________________________________________________
____________________________________________________________
____________________________________________________________
____________________________________________________________

## Play_Area

18. Was it difficult to meet the requirements for outdoor play space in this location? (Please explain) ________________
______________________________________________________________

## Neighboring_Employers

19. How have building tenants reacted to the center?

Enthusiastic __________________ Favorable __________________
Neutral ______________________ Unfavorable ________________

20. How have neighboring employers/property owners reacted to the center?

Enthusiastic ________________ Favorable __________________
Neutral ______________________ Unfavorable ________________

21. Have you received any complaints about the center? (Please specify) ____________________________________________
______________________________________________________________
______________________________________________________________

## Expenses

22. What was the cost of the land for this building? _________

23. What were your major unanticipated costs? ________________
______________________________________________________________
______________________________________________________________

24. If your space was retrofitted to become a center, who planned the physical modifications to the site (i.e., architect, contractor, you) _______________________________
______________________________________________________________
______________________________________________________________

25. How would you react to the following incentives for opening a day care center:

a. Below market financing ________________________________
b. Tax deductions/credits ________________________________
c. Density bonuses ______________________________________
d. Required contribution to a day care fund by developers of buildings or complexes of a certain size without day care facilities ____________________________________
________________________________________________
e. Requirement to include day care facility and building or complexes of a certain size.

f. Specific exemptions to codes or requirements. (Please specify) ________________________________________
g. Simplified approval process ___________________________
h. Priority and approval process to developments including child care facilities _________________________________
i. Other (please specify) _________________________________

26. Please tell me which statement is most true for you:

a. The center has helped attract tenants to this building/complex ________________.

b. The center has served as a deterant to attracting clients ________________.

c. The center has had no effect on leasing ___________.

Thank you.

In order to develop guidelines for the establishment of other centers, we would appreciate as much detail as you can provide on the costs of developing the center. Can you tell me what your expenses were in the following areas:

a. Direct approval costs ______________________________

b. Landscaping/screening______________________________

c. Sprinkler system ______________________________

d. Hard wiring of smoke detectors ______________________________

e. Emergency lighting ______________________________

f. Fire extinguishers ______________________________

g. Special entrances and exits ______________________________

h. Plumbing and plumbing equipment ______________________________

i. Specialized safety equipment ______________________________

j. Alterations to meet other codes ______________________________

k. Other construction ______________________________

l. Food service equipment ______________________________

m. Indoor play equipment ______________________________

n. Outdoor play equipment ______________________________

o. Architects ______________________________

p. Other professional services (lawyers, accountants) _____
______________________________

q. Insurance ______________________________

r. Administrative ______________________________

s. Other ______________________________

Administrative Support
Brandt Hare

Reproduction
Charles A. Coleman